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FM 16-5

DEPARTMENT OF THE ARMY FIELD MANUAL

Superseded
by FM 16-5, 8 July '77

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THE CHAPLAIN

HEADQUARTERS, DEPARTMENT OF THE ARMY
DECEMBER 1967

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No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D. C., *11 May 1970*

THE CHAPLAIN

FM 16–5, 26 December 1967, is changed as follows:

Page 3, paragraph 1–2. In lines 5 and 6 delete: "all matters of religion, morals, and morale" and add: all matters of religion and morals, and morale as affected by religion. Throughout this manual, all subsequent references to "all matters of religion, morals, and morale" are changed to read: all matters of religion and morals, and morale as affected by religion.

Page 3. Paragraph 1–4*a* is superseded as follows:

a. Acts as adviser and consultant to the commander and his staff on all matters of religion and morals, and morale as affected by religion. He is available as a consultant on matters of the religions and cultures indigenous to the assigned areas of operations in relation to their effect upon the mission of the unit.

Page 4, paragraph 1–4b. In line 5, delete "civilian" and add: civilians.

Page 5, paragraph 2–1a. In line 8–11, after the word "details" the remainder of the sentence is changed to read: of religious services as he does over other aspects of the command. He does exercise command over the chaplain as a staff officer.

Page 6. Paragraph 2–5*b* is superseded as follows:

b. Normally, the senior chaplain in the headquarters is designated the staff chaplain. Accordingly, he exercises the five common staff functions for the commander in the chaplain functional areas. As such, he is normally assigned staff responsibility for the religious program of the command. Throughout this manual, where the position of the staff chaplain is implied without being specifically stated, insert "staff" before the position title.

Page 6. Paragraph 2–5*c* is superseded as follows:

c. A chaplain has rank without command. The nature and extent of his supervision of the chaplain activities in the chaplain section and in subordinate units will depend on command policy. The post or unit standing operating procedure (SOP) must specify the control exercised by the particular staff chaplain. See appendix B.

Page 7, paragraph 2–10b. In line 6–9, delete the sentence and add: In addition, chaplains may be authorized to participate in longer spiritual retreats as governed by section II, AR 630–20.

Page 11, paragraph 3–7. Title is changed to read:

3–7. Assistant Chief of Staff, Civil-Military Operations (G5)

Page 11, paragraph 3–14a. In line 1, delete: "security" and add: protection.

Page 13, paragraph 4–1. In line 6 before "program" add: professional; and in line 10, add the following sentence: In addition to the four broad professional program areas noted above, chaplains normally accomplish appropriate staff and administrative functions commensurate with level of assignment.

Page 13, paragraph 4–2a. In line 7 and 8, delete: "a schedule for religious services which includes time and place" and substitute: a schedule of the times and places for religious services.

Page 15, paragraph 4–6b. In line 2, delete: "major faiths" and add: basic religious groups.

Page 15, paragraph 4–7a. In line 15, add before "clergy", civilian, and in line 17 add before "qualified", authorized.

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Page 16. Paragraph 4–7*b* is superseded as follows:

b. Care must be exercised in selecting fully qualified civilian religious ministers who are designated to conduct formal worship services for the three basic religious groups. Where necessity demands, however, lay leaders, military or civilian, may be used to conduct devotions (religious practice other than a regular corporate worship of a congregation) for groups of their particular religious beliefs, provided they have the certification of their religious denomination in writing and are closely supervised by the installation chaplain. Denominational services under the direction of civilian denominational agencies are not permitted on military installations unless conducted under staff chaplain supervision.

Page 16, paragraph 4–8. In lines 8 and 9 delete: "DA Form 20 (Individual Qualification Card, and DA Form 24 (Service Record)" and add: DA Form 20 (Enlisted Qualification Record).

Page 17, paragraph 4–15b. In line 9 delete: "pooor" and add: poor.

Page 18, paragraph 4–17. In line 13, delete: "each" and add many; and in line 14 delete: "house" and add: houses.

Page 18, paragraph 4–21. Add: The Chaplain has a specific responsibility for interviewing persons requesting designation as conscientious objectors. For guidance see AR 135–25, 635–20, and 600–20.

Page 19, paragraph 4–22b. Add: The chaplain should consult his installation or unit staff judge advocate for further advice on these matters.

Page 19, paragraph 4–25. In line 9, after "required" add: and expected.

Page 20, paragraph 4–27c. In line 2 delete: "supervisoory" and add: supervisory.

Page 20. Paragraph 4–28 is superseded as follows:

The chaplain plays an effective role in pertinent activities of the civilian community, thus contributing to the objectives of his installation and unit and to the success of his work. The principles set forth in paragraph 2–11 through 2–13 provide guidance in this vital program.

Page 20, paragraph 4–29. In line 9, before "mission" add: military.

Page 22–23. Paragraph 4–35*d* is superseded as follows:

d. Disposition of Excess Property. All property excess to the requirements of an installation is reported in accordance with current directives. Installation chaplains coordinate with property disposal officers to insure proper procedures for the sale, donation, or transfer of items of religious significance to appropriate religious organizations.

Page 24, paragraph 5–1. In line 16, delete sentence which begins "The following paragraphs . . . ." and add: The following paragraphs explain procedures that they observe and programs that they develop in accomplishing their missions.

Page 25, paragraph 5–4d. In line 3, delete "supervision" and add: professional coordination, and to line 11, add: See AR 165–20, paragraph 5*a*.

Page 25, paragraph 5–5. Delete the first sentence and add: The installation chaplain develops a religious coverage plan which he submits to the commander for approval. This plan assigns tasks to chaplains, and specifies which chaplains will provide chaplain activities for the personnel of each unit of the command. The execution paragraph of the plan will be formulated in accordance with the level of the command and the policy on decentralization of authority.

Page 25, paragraph 5–5a. In line 4, delete: "Law", and add: regulations. In paragraph 5–5*a*(1), delete: "law" and add: regulation. In paragraph 5–5*a*(4), after "Requests", add: military.

Page 26, paragraph 5–7. In line 8 delete: "inspects" and add: monitors.

Page 26. Delete paragraph 5–8*b* and add:

b. The installation chaplain makes recommendations concerning the assignment and transfer of enlisted assistants within his own

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section. He also makes recommendations concerning the promotion of enlisted assistants assigned to other than TOE units.

Page 26, paragraph 5–9a. In lines 7 and 8 delete: "Briefing sessions and critiques of character guidance instruction are held." and add: Monthly briefing sessions are held to acquaint the chaplain with the scheduled character guidance topic and the supporting written material and training aids. Other related material and possible approaches useful for presentation should be given.

Page 26, paragraph 5–9c. In line 3 delete: "theier" and add: their.

Page 27, paragraph 5–13a(1). In line 3 delete: "AR 11–45".

Page 37, paragraph 6–20. Delete the last sentence and add: See paragraph 4–21b.

Page 41, paragraph 7–2d(2). In line 6 delete: "civil affairs officer" and add: civil-military operations (CMO) officer; in lines 20 and 21 delete: "civil affairs staff officer" and add: CMO officer; in lines 32 and 33 delete: "civil affairs officer" and add CMO officer; and between lines 41 and 42 add: The expert on indigenous religions is the religious relations officer (RRO) assigned within the civil affairs structure. Though the unit chaplain will not normally be an expert on these matters in a given area of operations, he will, owing to his position, be consulted by the commander and staff of his own organization. He is, therefore, expected to participate in CMO staff coordination. This function should not detract from the primary direct support mission of unit/organization chaplain operations.

Page 42, paragraph 7–2d(3). In line 17 add: FM 31–23.

Page 43, paragraph 7–5c. In line 8 delete: "operationally controlled" and add: are assigned duties.

Page 44, paragraph 7–7b. In line 2 delete: "operationally controlled" and add: are assigned duties.

Page 44. Paragraph 7–8*b* is superseded as follows:

b. Major subordinate units where chaplains are located include the brigades, division artillery, support command, and engineer battalion. With the exception of the airmobile division, all other types of divisions are authorized the same number of chaplains in the same subordinate units. Additional chaplains are assigned within the airmobile division to provide coverage for added aviation and aviation maintenance units.

Page 45, paragraph 7–9b. In lines 22 and 23 delete: "operational control of" and add: responsibility for assignment of tasks for.

Page 49, paragraph 7–16b(2). In line 5, delete the sentence and add: Under certain emergency conditions, with command consent, the field army chaplain may directly coordinate the tasks of predesignated unit chaplains.

Page 50, paragraph 7–16g. Delete subtitle and add: Civil Affairs Operations; in lines 13 and 14 delete: "civil affairs staff officer" and add: CMO officer and in line 17 delete: "their chaplains" and add: his host country counterparts.

Page 51, paragraph 7–18a(3)(a). In line 5 delete "no control" and add: no operational control.

Page 52, paragraph 7–20a. In lines 8 through 11 delete: "It is normal for him to be called upon to exercise supervision over field army chaplains in matters having technical and tactical implications," and add: It is normal for him to be called upon to coordinate with field army staff chaplains in matters having professional and tactical implications, ...

Page 52. Add:

7–23. Army Security Agency Group

The Army Security Agency performs functions as outlined in AR 10–122. The ASA Group chaplain is located at the group headquarters and performs normal staff and operational functions of a chaplain. He maintains liaison with staff chaplains of other theater forces and coordinates with them for area coverage.

Page 53, paragraph 8–2c(1). In line 2 delete "operational control" and add: direct staff supervision.

Page 58, paragraph 8–11a. In line 4 delete

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"guidelines" and add: guidance; in line 6 delete: "Technical" and add: Professional; and in line 14 delete: "mission-type" and add: functionalized.

Page 58, paragraph 8–11b. In line 13, after "cultural library" insert: recommending assignment of chaplains to key positions within the theater; and in line 13, after "assignment of", insert: all.

Page 59, paragraph 8–11c(3). In lines 10 and 11 delete: "technical" and add: professional.

Page 60, paragraph 8–12a. In line 3 delete: "guidelines" and add: guidance; and in line 5 delete: "Technical" and add: Professional.

Page 61, paragraph 9–3e. Delete subparagraph *e*.

Pages 65 and 66, Section I. THE USCONARC STAFF CHAPLAIN is superseded as follows:

Section I. THE USCONARC STAFF CHAPLAIN

10–1. General

The responsibilities of the Commanding General, United States Continental Army Command (USCONARC), are set forth in AR 10–7. The USCONARC Staff Chaplain is a member of the special staff under the direct supervision of the Chief of Staff. He is advisor to the Commanding General and his staff on matters pertaining to religion and morals, and morale as affected by religion, and chaplain activities within USCONARC. He represents the Commanding General before the military and civilian religious community; manages chaplain services and activities within the Command.

10–2. Function

The Staff Chaplain—

a. Exercises professional staff supervision over major subordinate command chaplain activities through policy guidance, staff visits and inspections.

b. Performs the program and management functions for the Chaplain Activities portion of the USCONARC Operating Program.

c. Initiates or provides professional review and input for chaplain-related administrative plans, regulations and publications.

d. Develops and monitors the chaplain aspects of emergency, contingency, and exercise plans.

e. Reviews and coordinates with DCSPER, USCONARC chaplain manpower management actions.

f. Prepares coordinated studies and recommendations on chaplain staffing guide actions for the Chief of Chaplains.

g. Plans, directs and monitors the active duty chaplain and chaplain enlisted assistant training programs in CONUSAMDW.

h. Plans and supervises preparation and publication of active duty training directives and materials.

i. Monitors and inspects installation chaplain professional training programs.

j. Surveys and makes recommendations regarding chaplain professional training opportunities at civilian institutions.

k. Receives and staffs applications for advanced-degree space validations.

l. Plans and develops chaplain professional training workshops in the command.

m. Monitors chaplain aspects of the Character Guidance Program.

n. Provides chaplain professional advice and guidance to the USCONARC DCS for Individual Training, regarding the United States Army Chaplain School.

o. Monitors and manages Reserve components chaplain training.

p. Initiates, receives, reviews and analyzes

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reports, and establishes and maintains files reflecting programs, policies and current status of Reserve component chaplains.

q. Serves as proponent for chaplain portion of Reserve component publications, regulations and plans.

r. Plans and directs preparation and implementation of Reserve components chaplain training program, to include supplemental branch training materials, POI's and scheduling and accomplishment of ANACDUTRA/ACDUTRA.

s. Schedules and performs staff visits to ANACDUTRA and Reserve training sites.

t. Accomplishes the chaplain portion of USCONARC/USARSTRIKE/USARLANT contingency planning.

Page 66, paragraph 10–3a. In line 5, delete "all chaplains" and add: chaplains, staff specialists (MOS 0001), and chaplain's enlisted assistants (MOS 71M20).

Page 66, paragraph 10–4a. In line 3 add: He has a personal staff consisting of an Education Advisor, an Information Specialist, and a Command Sergeant Major.

Page 66, paragraph 10–4b. In line 4 after "Director of Instruction," delete the remainder of the sentence and add: he supervises the Directors of the Resident and Nonresident Departments.

Page 66, paragraph 10–4c. Delete the paragraph and add:

c. The Secretary provides advice and assistance to the Commandant on matters pertaining to administration, management and logistical functions. His office has eight divisions: Administrative Division, Academic Records Division, Allied Liaison and Visitors Division, Personnel Division, Library Division, Management and Budgeting Division, Logistics Division, and Reproduction Division. He also has responsibility for the school Museum and Book Store.

Page 66, paragraph 10–4d. Delete the paragraph and add:

d. The Director, Doctrine Development, Literature and Plans is responsible to the Commandant for all matters pertaining to the development and review of Branch doctrine, the review and publication of command-wide training literature, and the maintenance of current emergency plans. His planning responsibilities also include the development of plans for instructor training, programs of instruction, school courses and requirements for facilities. He has responsibility for the development of MOS Proficiency Test items for MOS 71M20 and 71M50. The Office of Doctrine Development, Literature and Plans has two subordinate divisions: a Curriculum Division and an Evaluation and Methods Division.

Page 66, paragraph 10–4. Add:

e. The Headquarters Company Commander exercises command over all enlisted personnel assigned or attached. He is responsible to the Commandant for all matters pertaining to the administration, messing, and billeting of permanent party and student enlisted personnel. He is also responsible for the non-academic training of all permanent party personnel as required by CONARC Regulation 350–1.

Page 66, paragraph 10–5a(1). Delete the paragraph and add: The resident instruction department is responsible for resident instruction. The director of this department controls and supervises the academic activities of all students.

Page 66, paragraph 10–5b(1). In line 3 delete: "extension courses" and add: correspondence courses.

Page 66, paragraph 10–5b(2). In line 4 delete: "extension course" and add: correspondence course; and in line 16 delete: "extension course" and add: correspondence course.

Page 70, paragraph 11–2. Delete the paragraph and add:

11–2. The Command Chaplain, USARADCOM

a. The Command Chaplain—

(1) Advises the Commanding General and his staff in coordination with DCS P&A

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on matters pertaining to morals, morale as affected by religion, character guidance, religious education, and religious services.

(2) Supervises and coordinates chaplain's activities and the religious program of the command. Interprets and implements policies and directives.

(3) Makes recommendations on personnel actions affecting chaplains and assistants.

(4) Makes regular staff visits to chaplains in the field, conducts annual staff chaplains conference and participates in DA, CONARC, AMC, CONUS ARMY COMMAND Chaplain conferences, presenting the ARADCOM religious program in relationship to supporting installations and the plans for the SAFEGUARD religious program.

(5) Develops plans for religious activities at all SAFEGUARD sites.

(6) Advises on matters pertaining to supply and chapel construction at ARADCOM and proposed SAFEGUARD installations.

(7) Conducts religious services and provides counseling as required.

(8) Maintains liaison with civilian religious organizations and welfare agencies.

(9) Establishes and maintains liaison with the Chief of Chaplains, DA; USCONARC Staff Chaplain; CONUS Army chaplains; USAF ADC chaplains; and staff chaplains of regional commands to coordinate programs, budgets, and logistical support.

(10) Develops the USARADCOM chaplain five-year program and gives guidance for the 5-year planning at all levels of command.

b. The staff chaplain coordinates with the Office of the Chief of Chaplains in the assignment of chaplains and in policy directives.

Page 70, paragraph 11–3. In line 22 delete: "He plans, coordinates, and supervises an annual training conference/workshop for all chaplains within his supervisory jurisdiction."

Page 71, paragraph 11–5b. In line 3 before "funds" add: and welfare.

Page 71, paragraph 11–5c. In line 3 before "program" add: and educational.

Pages 72 and 73. Chapter 12, is superseded as follows:

CHAPTER 12

THE U.S. ARMY MATERIEL COMMAND STAFF CHAPLAIN

12–1. General

The U.S. Army Materiel Command (USAMC) has the broad mission of equipping and supporting the Army. It has nine major subordinate commands: U.S. Army Aviation Materiel Command, U.S. Army Electronics Command, U.S. Army Missile Command, U.S. Army Tank-Automotive Command, U.S. Army Mobility Equipment Command, U.S. Army Munitions Command, U.S. Army Test and Evaluation Command, U.S. Army Weapons Command, and U.S. Army Safeguard Logistics Command. The U.S. Army Materiel Command Staff Chaplain at Headquarters, U.S. Army Materiel Command, is a member of the Special Staff under the direct supervision of the Chief of Staff. He is adviser to the Commanding General and his staff on matters pertaining to religion and morals, morale as affected by religion, and character guidance matters; and he is responsible to the commander for directing and coordinating all religious and character guidance activities and providing for their support within the command.

12–2. Functions

The Staff Chaplain will—

a. Advise the commander on all matters per-

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taining to religious activities within the command.

b. Develop plans and policies for command-wide chaplain activities, within policies of the Department of the Army and the USAMC commander.

c. Exercise staff supervision and direction over major subordinate command staff chaplains, and staff chaplains of installations and activities not having other supervisory staff chaplains, through policy guidance, staff visits and inspections.

d. Exercise direct staff supervision for religious and character guidance activities at those installations and activities not having assigned military chaplains, to include supervision and direction of installation/activity religious liaison officers.

e. Develop the USAMC Chaplain Five-Year Program and give guidance for major subordinate command and installation 5-year planning.

f. Develop the USAMC chaplain portion of the operating program and budget, to include development of program performance objectives.

g. Accomplish program execution review and analysis for chaplain activities within USAMC.

h. Develop, evaluate, coordinate and advise on chaplain personnel requirements within USAMC, to include review and approval of all MTDA actions; and maintain liaison with the Office, Chief of Chaplains on all matters pertaining to USAMC personnel requirements.

i. Develop the chaplain portion of mobilization plans.

j. Coordinate actions of and advise subordinate staff chaplains and appropriate AMC Directorates concerning ecclesiastical supplies and equipment within USAMC; and maintain liaison with the Office, Chief of Chaplains on matters pertaining to USAMC ecclesiastical logistics requirements.

k. Monitor selection of chapel sites, chapel renovation and modernization, disposition, and construction of new chapels within USAMC.

l. Insure adequacy and proper utilization of chapels and chapel equipment within USAMC.

m. Conduct or coordinate conduct of training conferences for chaplains and chaplain assistants, and workshops or clinics for professional development as required.

n. Approve appointments of auxiliary chaplains at all USAMC installations and activities.

o. Coordinate with Director of Development and with Staff Chaplain U.S. Army Combat Developments Command during the development, testing and evaluation of new chaplain equipment; and participate in AMC technical committee meetings considering equipment of chaplain interest.

12–3. Major Subordinate Command Chaplains

Major subordinate command staff chaplains are located at the Test and Evaluation Command (TECOM); at a subordinate installation of the Munitions Command (MUCOM); and at the Electronics Command (ECOM) and the Missile Command (MICOM). As part of his duties, the staff chaplain, TECOM, monitors and evaluates status and test reports of chaplain materiel and equipment, informing the USAMC staff chaplain as required, and serves as adviser to the TECOM project officers working on chaplain items.

Page 74. Paragraph 13–3 is superseded as follows:

The U. S. Army Combat Developments Command Staff Chaplain—

a. Advises the commanding general and his staff on all matters pertaining to religion, morals, and morale as affected by religion.

b. Develops and recommends policy relating to chaplain activities as it concerns the USACDC mission.

c. Monitors and provides professional advice on all organizational, doctrinal, or materiel

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matters pertaining to chaplains within USACDC.

d. Assists the USACDC Chaplain Agency in coordinating mission projects at HQ, USACDC.

e. Maintains liaison with higher, adjacent, and subordinate command chaplains in connection with the USACDC program.

f. Provides necessary support to the chaplains assigned to USACDCEC.

g. Provides chaplain support to personnel assigned to HQ, USACDC.

h. Maintains liaison with military chaplains ministering to the religious needs of USACDC personnel at other host installations.

i. Participates in establishing and maintaining liaison with various church, civic, and religious organizations in adjacent areas.

Page 76. Paragraph 14–1 is superseded as follows:

The U.S. Army Surgeon General Chaplain—

a. Advises and serves as consultant to The Surgeon General and his staff on all aspects of the religious program of the Army Medical Department. He furnishes advice on all matters pertaining to religion and morals, and morale as affected by religion, within AMEDD.

b. Exercises staff supervision over the professional activities of military chaplains and auxiliary clergymen assigned to AMEDD Class II installations and activities.

c. Develops training criteria for Clinical Pastoral Education for selected chaplains and coordinates this program which is sponsored jointly by The Surgeon General and The Chief of Chaplains.

d. Develops training criteria for all hospital chaplains, and insures adequate training provisions for Reserve component hospital chaplains on ACDUTRA.

e. Schedules and conducts special training workshops and conferences in Clinical Pastoral Education.

f. Maintains liaison and dialog with appropriate chaplain and medical authorities within and outside the Department of the Army in the development of doctrine for all hospital chaplains.

g. Establishes uniform policies and procedures for all hospital chaplains.

h. Advises The Surgeon General and The Chief of Chaplains on construction requirements for chapels, chapel facilities and chaplain office space in all hospitals.

Page 78. Paragraph 16–1*a* is superseded as follows:

a. Chief of Chaplains. The Chief of Chaplains has army staff responsibility for all functions performed by the Office of the Chief of Chaplains (OCofCH) and is responsible for the operations of the United States Army Chaplain Board.

Page 78. Paragraph 16–1*b* is superseded as follows:

b. Deputy Chief of Chaplains. The Deputy Chief of Chaplains is the principal adviser and alternate to the Chief of Chaplains.

Page 78, paragraph 16–1c. In line 12 add: This directorate exercises manpower control procedures covering military and civilian personnel spaces assigned to directorates and field activities of the Chief of Chaplains. Management services include improvement and control of OCofCH organizational structure, office space, supplies and equipment.

Page 78, paragraph 16–1d. After line 27 add: The directorate also provides the chaplain aspects for both joint and army strategic plans and joint and combined operations. It coordinates the chaplain aspects of force structure development.

Page 78, paragraph 16–1e. In lines 8 and 9 delete: "Regular Army, Army Reserve, and Army National Guard" and add: Active Army.

Page 79. Paragraph 16–4*h,* is superseded as follows:

h. Monitors scheduling and maintenance of chaplain exhibits to include updating and developing new public informational media.

Page 79. Paragraph 16–4*l* is superseded as follows: Studies relationship of indigenous religions to the military program.

Page 79, paragraph 16–4. Add:

o. Coordinates, monitors, and provides information for the program of civilian directors of religious education in the U. S. Army.

p. Maintains current information on developments in the fields of pastoral care, counseling, and human relations training.

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Page 80. In Appendix A, References, add in proper numerical sequence the following Army Regulations:

10–122	Organization and Functions—U.S. Army Security Agency.
37–100	Army Management Structure (Fiscal Code).
37–108	General Accounting and Reporting for Finance and Accounting Offices.
58–1	Joint Procedures for Management of Administrative Use Motor Vehicles.
59–120	"Blue Bark" Passengers.
95–1	Army Aviation—General Provisions.
140–145	Mobilization Designations.
210–20	Master Planning for Permanent Army Installations.
340–15	Preparing Correspondence.
415–35	Minor Construction.
600–25	Salutes, Honors, and Visits of Courtesy.
670–5	Uniform and Insignia, Male Personnel.
672–5–1	Awards.
711–16	DSU/installation Stock Control and Supply Procedures (Army Field Stock Control System).
735–26	Equipment in Place.
735–35	Supply Procedures for TOE and TDS Units or Activities.
750–27	Repair Cost Estimates and Maintenance Expenditure Limits.
840–10	Description and Use of Flags, Guidons, Tabards, and Automobile Plates.

Page 81. In Appendix A, References, add in proper numerical sequence the following DA Pamphlets:

108–1	Index of Army Motion Pictures and Related Audio-Visual Aids.
310–1	Military Publications: Index of Administrative Publications.
310–2	Military Publications: Index of Blank Forms.
638–1	Escorting Deceased Army Personnel.

Page 81. In Appendix A, References, add in proper numerical sequence the following Field Manuals:

(C) 32–5	Signal Security (U).
(S) 32–10	USASA in Support of Tactical Operations (U).
(C) 32–20	Electronic Warfare (Ground Based) (U).

Page 85, Index. In line 30, after "conscientious objector . . ." and under paragraph reference, delete: "7–15, 7–17" and add: 4–21, 6–20; and under page reference, delete: "48, 50" and add: 18, 37.

By Order of the Secretary of the Army:

W. C. WESTMORELAND,
General, United States Army,
Chief of Staff.

Official:

KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

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No. 16–5

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DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *26 December 1967*

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*This manual supersedes FM 16–5, 27 August 1964.

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PART ONE
GENERAL CONSIDERATIONS

CHAPTER 1
INTRODUCTION

1–1. Purpose and Scope

a. The purpose of this manual is to furnish field commanders, staff officers, and chaplains with doctrine and guidance pertaining to the mission, status, functions, and relationships of chaplains in the United States Army. It outlines the duties of chaplains and the characteristics of their assignment.

b. It is designed to serve as a guide for training chaplains in garrison and in the field. It is applicable to peacetime operations as well as to all intensities and types of conflict.

c. Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to the Director, U.S. Army Combat Developments Command Chaplain Agency, Fort Lee, Virginia 23801. Originators of proposed changes which would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commanding General, USACDC, Fort Belvoir, Virginia 22060, to facilitate review and follow up.

1–2. Responsibility for the Religious Program

The commander is responsible for the religious life, morals, and morale of the command (AR 165–20). The chaplain is a member of the special or personal staff and acts as adviser and consultant to the commander on all matters of religion, morals, and morale. The chaplain assists the commander and his staff to integrate the principles of good moral conduct and citizenship into the training program and the total life of the command (AR 600–30).

1–3. Status and Mission

a. The chaplain is a clergyman in uniform. He represents religion in the Army. The duties of the chaplain as a religious and spiritual leader are established by law and by the ecclesiastical usages which pertain to his profession as a clergyman. The mission of the chaplain is to provide for the religious and moral needs of military personnel, their dependents, and authorized civilians. He has a leading role in the deliberate and systematic cultivation of moral and spiritual forces in the Army. The chaplain stimulates and guides the growth of the spiritual and moral sense of obligation within the individual.

b. A chaplain is addressed as "Chaplain" and identifies himself by this title in all official communications. This does not preclude the use of ecclesiastical or academic titles in those areas where a social or pastor-parishioner relationship is involved (AR 165–20).

1–4. Functions

In carrying out his mission in the Army, the chaplain—

a. Acts as adviser and consultant to the commander and his staff on all matters of religion, morals, and morale. He also advises on customs and institutions of indigenous religions as they affect the mission of the unit.

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b. Provides opportunities for worship, public and private, consistent with the religious beliefs, customs, and practices of the military personnel, their dependents, and authorized civilian.

c. Provides for the proper and appropriate administration of rites, sacraments, and ordinances.

d. Provides religious education and individual instruction upon request.

e. Provides character guidance instruction.

f. Provides pastoral care such as counseling, spiritual guidance, visitation of the sick and the confined, and pastoral visits to barracks, quarters, training, and recreational areas.

g. Maintains liaison with religious groups and welfare agencies in civilian communities upon whom he may call for assistance.

h. Satisfies religious obligations established by ecclesiastical authorities to insure maintenance of denominational indorsement.

1–5. Allocation and Assignment of Chaplains

Assignment and distribution of chaplains is accomplished by Headquarters, Department of the Army. Bulk allocations and individual assignments are made on the basis of authorizations contained in Tables of Organization and Equipment (TOE), Modification Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), and Modification Tables of Distribution and Allowances (MTDA). Chaplains allotted to oversea commands receive their specific assignments from the headquarters of the oversea command. In accordance with AR 165–20, chaplains may not be assigned to nonchaplain spaces or duties.

1–6. Appointment of Chaplains

Chaplains may be appointed in one of the three components of the Unites States Army (the Regular Army, the U.S. Army Reserve, and the National Guard of the United States (Title 10 U.S.C., sections 3441, 3444, and 3445)). Temporary appointment of chaplains in the Army may be made without specification of component during time of war or emergency declared by Congress or by the President. Qualifications for appointment in the Regular Army are contained in AR 601–126. Qualifications for appointment in the U.S. Army Reserve, either as a chaplain or as a second lieutenant for assignment to the Staff Specialist Branch, are contained in AR 135–100. Eligibility requirements for appointment in the Chaplains Branch in the National Guard, when not on active duty, are set forth in National Guard Bureau regulations. In general, the same requirements for appointment in the U.S. Army Reserve apply as for appointment in the National Guard.

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CHAPTER 2
RELATIONSHIPS OF CHAPLAINS

Section I. MILITARY RELATIONSHIPS

2–1. Relationship to Commanders

a. The relationship of the chaplain to his commander is an important factor in the success of the religious program. Army regulations make the commander responsible for the religious life, morals, and morale of his command (AR 165–20). Although the commander does not exercise the same amount of control over the details of divine services as he does over other aspects of the command, he does exercise complete authority and control over the chaplain as an officer. A well organized and effective chaplain program is important to the commander because of the contribution it makes to the total life of the command. The chaplain, as soon as practicable after his arrival, seeks a personal interview with the commander in order to become familiar with his plans and policies. On an occasion of this kind, the chaplain, his program, and the command profit greatly if the chaplain retains an earnest desire to profit by the suggestions of the commander. A chaplain can be helped or hindered in his work by the degree of cordial understanding which he enjoys with his commanding officer. A commander is generally willing to give the chaplain the benefit of knowledge gained through long years of experience and acquaintance with many chaplains. The chaplain who is receptive to this counsel and guidance will advance the overall religious program of the command.

b. The attitude of the chaplain towards all commanders whether his own or those of other units is one of friendly cooperation and support. He must stand ready to assist them in the discharge of their responsibility to provide for the religious life of their command (AR 165–20).

2–2. Relationship to Other Staff Officers

The senior chaplain assigned to a unit or headquarters normally will be referred to as the Staff Chaplain (AR 165–20). His relationships to other staff officers are discussed in detail in chapter 3. Every chaplain, regardless of his assignment, consults other staff officers for technical information and assistance. He makes available to them his specialized knowledge in the field of religion, morals, and morale. Friendly reciprocal relationships in all phases of the life and work of the unit are essential. The chaplain who performs his portion of the common task well and refrains from encroaching on the fields of other staff sections promotes efficiency and gains respect. The strength and vitality of the chaplain's influence as a staff officer centers on his status as a representative of religion and depends upon his personal and professional integrity.

2–3. Relationship to Troops

a. The use of the official title "Chaplain" helps to emphasize the pastoral care which he exercises. The chaplain is always impartial, understanding, firm, and exemplary in his dealings and relations with all. Through unselfish service he earns the respect and loyalty of his men. He is careful to emphasize his professional and spiritual responsibility to all military personnel.

b. The chaplain makes informal visits wherever men are gathered for work or play. He is a frequent visitor to training areas,

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dayrooms, messhalls, maneuver areas, and combat positions. He takes every opportunity to make personal contact with individuals and small groups. Such activity results in a broader area of service for the chaplain and provides encouragement for religious practice by the men.

c. A chaplain with primary responsibility for troops should spend a minimum of fifty percent of his duty time each week with troops.

2–4. Relationship to Dependents

a. Though his first responsibility is to military personnel, the chaplain also exercises care and solicitude for dependents. The chaplain calls at the homes of personnel who reside within or near the military reservation to encourage attendance at religious services, to comfort the afflicted, and to extend spiritual care and fellowship.

b. Occasionally a chaplain will be called upon to counsel and assist transient dependents of deceased military personnel. This provides a delicate and difficult relationship. The brevity of the relationship, the paucity of knowledge about the problems involved and the invariably short notice to the chaplain concerned, all combine to demand the utmost tact and professional competence. Dependents of deceased military members are called "Blue Bark" passengers when traveling under military orders in order to identify the circumstances of their travel. When the passenger desires to be met by a chaplain at the next loading point, an additional word is added to the departure message to denote the chaplains denomination, as follows: Charlie (Catholic), Juliet (Jewish), Papa (Protestant). AR 59–120 contains details of policies and procedures.

2–5. Relationships to Other Chaplains

a. The relationships of chaplains to one another are characterized by understanding, mutual respect, and fraternal charity. Differences in religious beliefs and practices do not exclude a mutual, cooperative effort to represent religion in the military community. The dignity and dedicated character of the chaplain's calling dictate that he provide to all an example of wisdom and of the love of God and of love toward his fellow man. When two or more chaplains are assigned to the same headquarters or operating in the same chapel or area, some division of labor is logical and wise. Religious services of the three major faiths are conducted or arranged by chaplains, so far as conditions permit. Cordial interest in the services conducted by brother chaplains is the desired attitude in every chaplain. This insures a properly planned program for the most advantageous use of the chapel and leads to sincere cooperation which will strengthen friendly ties among chaplains and enhance their place in the respect and confidence of the men.

b. There is only one staff chaplain in a headquarters. The senior in rank will assume the responsibility for leadership and direction of the religious program of the command, unless higher authority directs otherwise. The staff chaplain is consulted by subordinate chaplains on all aspects of the chaplain program which demand action through the unit staff or the commander. By virtue of his position and experience, the staff chaplain advises, guides, and trains his colleagues as well as communicates the wishes and desires of his commander to chaplains of subordinate units.

c. A chaplain has rank without command. Although a chaplain may not exercise command, he has authority to exercise functions of operational control and supervision. The nature and extent of his supervision of chaplains in subordinate units will depend upon the desires of the commander, the situation, and the number and denomination of chaplains available. The authority of the staff chaplain is normally sufficient to insure timely, adequate professional training and balanced denominational and area religious coverage. The post or unit standing operating procedure (SOP) reflects the control exercised by the particular staff chaplain (See app B.).

Section II. SOCIAL RELATIONSHIPS

2–6. General

Numerous customs have grown up in the military service and have come to be considered almost as binding as formal regulations. This

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is because long experience has shown these customs to be closely related to discipline and *esprit de corps*. Chaplains learn these customs so thoroughly that they observe them as spontaneously as they observe the conventions of civil life.

2–7. Social Customs

Among these social customs are the forms of courtesy usually observed in military relationships. Military courtesy prepares the way for cordial cooperation, and reflects directly on the self-respect of the soldier and his pride of organization. The chaplain, like all officers, is courteous in spirit as well as in form in all his relations with his superiors and other officers. Sincere courtesy toward subordinates is even more important. Failure on the part of a chaplain to extend the usual courtesies such as social calls, the use of correct titles in military address, and the rendering of the salute, mark him as indifferent or careless and will impair his effectiveness. Military courtesies are explained in FM 21–13. Every chaplain should be familiar with them and should observe them unfailingly. (AR 600–20, AR 600–25, AR 600–50, AR 670–5, AR 672–5–1, AR 840–10, and FM 22–5.)

Section III. ECCLESIASTICAL RELATIONSHIPS

2–8. Status

The chaplain in the Army represents a recognized religious denomination. His ecclesiastical status obliges him to observe the rules and regulations of his denomination, to maintain an active and continuing membership in his church, and to sustain an effective, continuing relationship to his denomination and its leaders.

2–9. Ecclesiastical Indorsement

A principal requirement to qualify for appointment as a chaplain in any component of the Army is an ecclesiastical indorsement. This indorsement is submitted by the applicant's denomination to the Office of the Chief of Chaplains. The withdrawal of a chaplain's ecclesiastical indorsement by the denomination which he represents is basis for action to terminate his commission as a chaplain.

2–10. Denominational Activities

a. The chaplain maintains close and friendly ties with his church organization, both local and general. Under the provisions of AR 630–20, a chaplain may attend conferences and meetings of his denomination or engage in spiritual exercises, such as a religious retreat. Commanders may grant administrative absence at no expense to the Government for such purposes. Chaplains are encouraged to participate in these activities to maintain their spiritual life and church relationship at the highest level.

b. In order to maintain his own personal and professional fitness, and to enrich his spiritual ministry, each chaplain is authorized a minimum of one-half day a month for personal spiritual exercises such as retreats and days of recollection. In addition, each chaplain is authorized to participate in a spiritual retreat of some type for a period not to exceed ten days per year.

c. Many denominations require their chaplains on active duty to submit periodic reports of their religious activities to include records of individual pastoral acts. These reports are recognized as essential to the proper relationship between a chaplain and his indorsing denomination and as such are the responsibility of each chaplain concerned. Compliance with these denominational requests must not in any way violate existing security regulations or restrictions on disclosure of information to unauthorized persons.

Section IV. COMMUNITY RELATIONSHIPS

2–11. Civic and Community Relationship

To assist in providing a complete religious ministry for the command to which he is assigned, it is desirable that the chaplain, with the consent and permission of his commander, contact the clergy and other leaders in the

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nearby communities. The fostering of cordial relationships with local religious representatives and leaders of allied activities and civic organizations can open the way to opportunities for religious, social, and cultural development of military personnel within the nearby communities.

a. Veterans Organizations. Veterans organizations may provide the chaplain with the friendship and assistance he may require in his work.

b. Civic Organizations. The chaplain may profit from contacts and good relationships with various civic groups. These include parent-teacher associations, business and professional groups, and fraternal orders. In all community activities undertaken with the consent of the commanding officer, an increased mutual understanding and a heightened respect of civilian and military for each other may be fostered.

c. Charitable and Welfare Organizations. This type of community organization may be of assistance to the chaplain in furthering his work and his position of influence.

d. Religious Organizations. While maintenance of liaison with officials in civilian churches and other religious organizations is encouraged and directed by AR 165–20, this is not a requirement, nor a general authorization, to conduct worship services in civilian churches or synagogues. The chaplain's primary responsibility for religious services is to military personnel on military reservations. The fulfillment of this responsibility limits the conduct of worship services by invitation in civilian churches or synagogues to occasions of high holy days, the Sunday of Armed Forces Week, and patriotic functions which promote a healthy military-civilian relationship. In no instance may an Army chaplain on extended active duty be assigned as a pastor of a civilian-controlled church of synagogue.

2–12. Publicity

A wise and judicious use of publicity media in the local community may benefit both the community and the Army. The chaplain sponsors many activities which are of interest to the civilian public. Some activities may be of national interest and others of local interest only. It is the desire of the Chief of Chaplains that pictures and newsworthy items concerning chaplains, which reflect credit upon the Army and Chaplain Branch, be released through the public information officer for appropriate publicity. Clippings and copies with proper releases, in the case of pictures, should be mailed to the Chief of Chaplains, Department of the Army, Washington, D.C. 20315. The reporting of joint religious services with civilians, outstanding religious activities on the part of military personnel in a civilian community, and participation by chaplains in newsworthy events are appropriate publicity items.

2–13. Summary

There is no phase of the life of the soldier in which the chaplain does not show an interest and proper concern. Experienced chaplains emphasize the plea that the parent, minister, priest, or rabbi, and friends of a young man who has entered the Army, correspond with the chaplain and the soldier to indicate their continuing concern in his welfare. The chaplain knows that civilian churches can assist him in his ministry by showing interest in their young members whom they send to the military service. From the time the young soldier enters the Army, it is the responsibility of the chaplain to make every effort to assist the soldier to perform a creditable service to the Army. He should be returned to civilian life, upon the conclusion of his tour of duty, strengthened in his religious outlook, more devoted as a citizen, and even more faithful to the flag he has served. Since the soldier spends much of his off-duty time in the civilian community, the chaplain must strive to achieve a mutual respect between the soldier and the community. When the chaplain demonstrates his interest in this harmonious relationship, the soldier, the community, and the military service benefit.

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CHAPTER 3
THE STAFF CHAPLAIN

3–1. General

a. The staff chaplain is a religious leader and a staff officer. As a professional and technical expert, he assists the commander in fulfilling his command responsibilities related to the religious life, morals, and morale of the command (AR 165–20). The principal duties of the staff chaplain, as of all other special staff officers, are advisory, planning, and supervisory. They are contained in AR 165–20 and FM 101–5. Additionally, the staff chaplain assists in the operation of the chaplain program at his own headquarters and adjacent units as required and conducts a professional training program for chaplains and assistants.

b. Functions involved in maintaining the welfare of the command do not pertain exclusively to a single staff member. Therefore, the chaplain maintains a close relationship with each operational staff member within his particular area of responsibility. The diversified activities of the chaplain function require him to deal with all sections of his commander's staff. This chapter lists staff officers normally assigned to division or higher echelon field command staffs and some of their functional areas and activities which are of special importance to the chaplain.

c. In his capacity as a special staff officer and as an operator in the religious program, the staff chaplain has cause to deal with virtually all other staff officers. These contacts will vary in frequency and import, depending upon the matter under consideration. Specifically, the staff chaplain deals with the staff officers listed in the following paragraphs in the matters indicated as they pertain to chaplain activities.

3–2. Chief of Staff

The chief of staff is the principal staff assistant of, and adviser to, the commander. He is responsible for the execution of staff tasks and may be delegated authority which amounts to command of the staff. Frequently, the commander directs the chaplain to coordinate command matters with the chief of staff, before seeking personal consultation with the commander. Even when the chaplain visits the commander informally, the chief of staff normally specifies the time for the meeting which will be most convenient to the commander. Except for matters of strict confidence, the chaplain keeps the chief of staff informed on all matters discussed with the commander. This is especially important when such matters require further staff actions and coordination.

3–3. Assistant Chief of Staff, Personnel (G1)

a. Personnel records and reports, such as the Form 66 of an incoming chaplain, and morale and welfare statistical reports.

b. Replacements, including requirements, priorities and allocations of chaplains and chaplain assistants.

c. Graves registration activities concerning chaplain services and requirements, plus plans for handling and disposition of personal effects of a religious nature.

d. Personnel management procedures, including assignment and transfer of chaplains; assignment, promotion, transfer and reclassification of chaplain assistants; treatment of prisoners of war; utilization of civilians in the chaplain program.

e. Manpower management functions, including requirements, allocations, and preparation of tables of distribution and allowances,

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as they relate to chaplain spaces, requisitions, and utilization.

f. Morale functions concerning personnel services (leaves, rest and recreational facilities, character guidance, religious activities, welfare services); decorations and awards policies; religious observances in cemeteries; casualty reporting plans and policies; and moral aspects of the health and safety of the command.

g. Troop conduct and appearance aspects of discipline, law, and order as they relate to morale and esprit, and as they impact upon chaplain activities.

h. Movement, internal arrangement, organization, and operation of the headquarters as they affect the operation of the religious program.

i. Policies and plans concerning the reception of visitors, such as church dignitaries, marriages to foreign nationals, and religious education of the military and their dependents.

j. Medical evacuation plans and policies for purposes of chaplain coverage.

3–4. Assistant Chief of Staff, Intelligence (G2)

a. Weather data significant enough to influence the time and place of assembly for religious services.

b. Predictions of fallout from enemy employed nuclear weapons and surveys of chemical, biological, and radiological detection as they impact upon plans for religious coverage and the movement of chaplains.

c. Censorship and other security measures to be observed in chaplain operations.

d. Recommendations concerning map distribution to chaplain sections.

3–5. Assistant Chief of Staff, Operations (G3)

a. Number and type of units recommended for assignment to the command, to insure adequate chaplain coverage.

b. Mobilization and demobilization plans, activation and inactivation plans of units, to include the chaplain portion of the plans as well as their impact upon chaplain operations.

c. Plans, directives and orders for training programs and field exercises as they influence chaplain training and religious coverage requirements.

d. Requirements for training aids and facilities for support of chaplain training activities.

e. Execution of the training aspects of the character guidance program, including inspections, records and reports of instruction classes.

f. Plans concerning the use of chemical and biological weapons and predictions of fallout from friendly employed nuclear weapons as they affect chaplain movement and religious coverage.

g. Camouflage requirements for religious services assemblies.

h. Rear area security implications of chaplain activities.

i. Overall command security requirements in chaplain activities.

j. Troop movements as they impact upon religious coverage and service schedules.

k. General location of command installations for purposes of religious coverage.

l. Aspects of operation plans and orders which affect chaplain operations.

m. Historical reports as affected by the chaplain mission.

n. Future and contingency plans as they affect chaplain support and religious coverage.

o. Chaplain portion of command SOP.

3–6. Assistant Chief of Staff, Logistics (G4)

a. Estimates of supply requirements for chaplain activities.

b. Requisitions of supplies and equipment for chaplains and chapels.

c. Recommended prescribed loads for chaplain vehicles.

d. Collection and disposition of excess, surplus, salvage, and captured enemy supplies of a religious nature.

e. Maintenance and renovation of equipment utilized by chaplains.

f. Construction of chapel facilities.

g. Acquisition and disposition of church properties.

h. Establishment of service areas, and location and movement of logistical support units as they influence religious coverage problems.

i. Preparation and authentication of the chaplain annex to the administrative plan or order (Corps and Army).

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j. Coordination of requirements for special religious dietary practices, when deemed feasible.

k. Assistance in examining and processing captured supplies and equipment of a religious nature.

3–7. Assistant Chief of Staff, Civil Affairs (G5)

a. Matters concerning the civil population, its government, economy, and institutions in the area of operations as they affect the program of the chaplains.

b. Advice on the essential ecclesiastical requirements of supplies, such as altar breads and sacramental wine and kosher foods being obtained from civilian sources.

c. Religious requirements of displaced persons, refugees, and evacuees.

d. Religious affairs, including restoration and preservation of religious freedom, protection of religious buildings and symbols, and support of local clergy and practices not hostile to U. S. interests and objectives.

3–8. Comptroller

a. Functions of chaplain budgetary planning and estimating.

b. Chaplain portion of the command review and analysis.

c. Management procedures including data processing information of value to the chaplain operations.

d. Program of chaplain activities and its integration into the overall command program.

3–9. Adjutant General

a. Personnel management activities, including awarding and changing of MOS of chaplain assistants and their promotion.

b. Assignment, transfer, requisitioning of chaplains and chaplain assistants.

c. Personnel services, to include leaves of absence, welfare, awards, and decorations that impact upon the morale aspect of chaplain responsibilities.

d. Data processing services concerning reports, rosters, and statistics of value to chaplain operations.

e. Policies and procedures in connection with classified documents as they concern the chaplain.

f. Publications and blank forms for use by chaplains.

g. Printing or reproduction of notices of religious services, chapel bulletins, and prayer folders, as required.

h. Special service matters to assure mutual cooperation in scheduling activities in such a manner that they will not interfere with each other.

i. Advice on religious aspects of policies pertaining to special service activities.

3–10. Aide-de-Camp

a. Coordination regarding availability of commander to participate or visit various chaplain functions and activities.

b. Notice of all scheduled chapel events for the commander's personal information and planning and for his command responsibility.

3–11. Air Defense Officer and Artillery Officer

a. Religious services and other chaplain activities for units located in isolated areas.

b. Provision for character guidance instruction portion of the training program of personnel.

3–12. Chemical Officer

a. Moral implications in the employment of CBR agents, weapons and munitions.

b. Fallout predictions which may affect religious services schedules.

3–13. Engineer

a. Plans for construction and repair of facilities for religious activities.

b. Status of roads and bridges on routes to subordinate units which chaplain plans to visit.

c. Fire protection of chapel facilities.

d. Distribution of maps to chaplains.

3–14. Headquarters Commandant

a. Local security of chaplain section.

b. Arrangement and movement of the headquarters as they affect chaplain location and activities.

c. Morale activities of headquarters personnel as they concern the work of the chaplain.

d. Reception and accommodation of chaplain visitors to the headquarters.

e. Motor transportation requirements of chaplain activities.

3–15. Historian

a. Assistance in planning historical coverage of chaplain activities.

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b. Material necessary to write history of chaplain activities of the unit and to support the prescribed historical portion of the command program.

3–16. Information Officer

a. Religious aspects of troop information, public information and command relations with the public as they concern chaplain participation.

b. Cooperation in producing newspaper items and radio and television programs dealing with the chaplain activities.

3–17. Inspector General

a. Reports upon inquiries into chaplain portion of performance of the mission, state of discipline, and efficiency.

b. Professional and technical assistance in providing special items for attention of inspection personnel prior to scheduled inspections of chapels and chaplain activities.

c. Recommendations for correction of deficiencies in areas of chaplain interest which were noted during inspections or investigations.

d. Advise on nonappropriated chaplain fund accounting.

3–18. Provost Marshal

a. Religious aspects of status of order, discipline, and the enforcement of laws, orders, and regulations in the command.

b. Chaplain assistance to the command program of rehabilitation of military prisoners in stockades and hospital wards.

c. Coordination in providing religious ministrations to prisoners of war and interned civilians.

d. Control of movement and identification of civilian clergymen in the area of operations.

e. Chaplain contributions to the program of crime prevention.

3–19. Transportation Officer

a. Transportation services for movement of chaplain personnel and supplies.

b. Coordination of the use of aircraft for transportation of chaplains and their equipment.

3–20. Secretary of the General Staff (SGS)

Coordination of visits of church officials and dignitaries to command headquarters.

3–21. Signal Officer

a. Signal communication requirements of chaplain activities.

b. Signal security practices for chaplains.

c. Photographic services, including still and motion pictures of chaplain activities.

d. Audio-Visual Support Center services, including still and motion picture films, film strips, slides, phono-recordings, and Vu-graph transparencies for use in the religious program.

3–22. Staff Judge Advocate

a. Recommendations on religious aspects of military justice matters and on administrative boards and investigations.

b. Assistance in resolving personal problems uncovered in the course of judicial and administrative proceedings.

c. Assistance in formulating corrective disciplinary recommendations to the commander.

3–23. Surgeon

a. Reports on injured, sick, and wounded for purposes of chaplain coverage.

b. Recommendations regarding medical advisability of assemblies for religious services because of possible health hazards, spread of contagious diseases, physical condition of patients.

c. Policies for religious ministrations to sick and wounded, and for contingency plans.

d. Assistance in blood donor program of the command by way of chaplain support for the program.

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PART TWO
THE CHAPLAIN AS PASTOR AND ADMINISTRATOR

CHAPTER 4
THE CHAPLAIN PROGRAM

Section I. RELIGIOUS SERVICES AND MINISTRATIONS

4–1. General

The general provisions pertaining to the professional duties of a chaplain are found in AR 165–20. These duties are analogous to those performed in any civilian parish modified by conditions of military life. These chaplain functions comprise the chaplain program and are classified into four broad areas: religious services and ministration; religious education; pastoral care and counseling; and character guidance.

4–2. Worship Services

a. The chaplain is required by law to conduct appropriate public religious services for the command to which he is assigned. These services are conducted at times and places approved by the organization commander. Normally, the chaplain submits to the commander for approval a schedule for religious services which includes time and place. Such a schedule also includes services to be conducted by the chaplain for adjacent units. Plans for the conduct of such services outside of the parent unit must be approved by the chaplain's commanding officer. Additionally, the commanding officer of the receiving unit, in coordination with his staff chaplain, must concur in these services.

b. No chaplain is required to conduct or participate in any service, rite, or sacrament contrary to the requirements of his denomination. However, the maximum possible ecumenical endeavour benefits the total religious program.

4–3. Types of Services

a. Sunday/Sabbath Worship Services.

(1) Sunday and the Sabbath are recognized by law as the days on which regular religious worship services are to be conducted by chaplains. Only such exigencies as combat or a duty mission, which would make services impractical, excuse the chaplain from conducting scheduled worship on these traditional religious days. AR 165–20 outlines the responsibility of commanding officers for religious services including the designation of place, time, and the providing of total religious coverage for the command. Military duty and labor will be reduced to the measure of strict necessity, and athletics and recreational activities should be scheduled so that military personnel may be free to attend religious services.

(2) The Protestant chaplain is required to conduct a general service of worship which is acceptable and meaningful to the maximum number of Protestant personnel in the command.

(3) Protestant denominational services are a secondary responsibility. They are encouraged whenever time, facilities, availability of the chaplain, and particular religious needs of the mem-

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bers justify them and when they will provide enrichment to the spiritual life of the command.

b. Weekday Services. Whenever practicable, services are conducted on weekdays as well as on Sundays. Such services as Vespers, Prayer Meetings, Masses, Novenas, and Benedictions are arranged by chaplains in accordance with local needs. To insure their effectiveness, these services should be coordinated with the training program.

c. Field Services.

(1) The chaplain must recognize that the field is the normal environment for Army worship both in training and in combat. To familiarize themselves and their congregations with field services, unit chaplains conduct services under field conditions whenever feasible.

(2) A recognition of the import of both chapel and field services should result in a minimum of one Sunday/Sabbath service and one weekday service each week by each chaplain with primary responsibility for troops.

4–4. Sacraments, Ordinances, Rites

AR 165–20 provides that the chaplain will perform services and administer sacraments, ordinances, or rites in accordance with the practices of his denomination.

a. Holy Communion/The Lord's Supper. The same provisions which apply to the conduct of regular worship services apply to the communion service. In order to meet the religious needs of the military community, opportunity is provided for the receiving of holy communion. When the regulations of the chaplain's denomination or his own conscience restrict him in the administration of communion, he is advised to make known to the congregation attending the service the conditions under which he can administer the sacrament. When limitations are imposed upon any chaplain, he exercises every effort to provide required services through other chaplains or through duly qualified civilian clergymen or authorized lay leaders.

b. Baptisms. Baptism is administered in accordance with the denominational laws. All baptisms are reported to the Chief of Chaplains on DA Form 16–5 (Record of Baptism) in accordance with provisions of AR 165–20. DA Form 16–3 (Certificate of Baptism) may be procured through Adjutant General channels.

c. Confirmations. Where confirmation is administered by a denomination, the rite is performed in accordance with the church laws and restricted to the chaplains of the church concerned. Confirmations are not reported to the Chief of Chaplains, but are included in the appropriate section of reports of chaplain religious activities.

d. Marriages.

(1) The chaplain, in the solemnization of marriage, must comply with the denominational practices of his church; directives concerning military personnel issued by competent military authority (AR 600–240); and the civil law of the place where the marriage occurs. In localities where the law requires a civil ceremony, the religious ceremony may not take place until the civil ceremony has been accomplished. DA Form 16–2 (Certificate of Marriage) may be procured through Adjutant General channels. A record of each marriage performed is submitted to the Chief of Chaplains on DA Form 16–6 (Record of Marriage) in accordance with provisions of AR 165–20.

(2) Marriages in foreign countries at oversea stations are accomplished in accordance with Army and State Department policy as well as the general stipulations in (1) above.

e. Funerals. AR 165–20 requires chaplains to conduct or arrange for appropriate burial services at the interment of deceased members of the military service, active and retired, and for deceased members of their families upon request. When the volume of funeral requests exceeds the number of chaplains available, as at many smaller posts, the installation chaplain may arrange for reserve and/or auxiliary chaplains to provide essential services. The

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chaplain is responsible for the religious portion of the service, but should understand and contribute to the military honors provided. Detailed instructions for conducting military funerals are found in AR 600–25, FM 22–5, DA Pamphlet 638–1, and Sound Film Strip 16–125, "How to Conduct a Military Funeral."

f. Circumcision. Circumcision is performed in accordance with the practices of the Jewish faith. Circumcisions are reported to the Office of the Chief of Chaplains utilizing DA Form 16–5, Record of Baptism. The word "baptism" should be crossed out, and the word "circumcision" inserted; all other entries remain the same.

g. Records. Records of marriages, funerals, baptisms, and circumcisions are maintained in the Office of the Chief of Chaplains. Copies are available upon request.

4–5. Special Religious Observances

a. Holy Days. On certain days of the year, which are recognized by his denomination as having spiritual significance, the chaplain conducts appropriate religious services. Authorization for participation of military personnel is found in AR 165–20. All denominations, to some extent, observe days set aside by religious customs, traditions, tenets, or law. Certain of these days for Roman Catholics are called Holy Days and carry the same obligation of attending Mass as do Sundays. The Holy Days of the Jewish faith are days of traditional observance on which the majority of Jewish personnel will desire to attend religious services. In accordance with their practices, Protestant denominations likewise observe certain special days of the Christian calendar.

b. Spiritual Retreats and Preaching Missions. Opportunities are provided at various times in the year through missions, retreats, or religious emphasis weeks for the soldier to cultivate a more intense awareness of his individual responsibility to God and the place that God should hold in his life. These exercises generally are planned on installation or organization level and are conducted with the assistance of guest preachers. They are undertaken only with the consent of the installation or organization commander. To meet the need for the deepening of the spiritual life in oversea areas, religious retreat facilities are made available whenever possible, under command auspices in major theaters. Payment for services rendered in retreats, missions, and for periods of religious emphasis may be programed out of appropriated funds according to current regulations. When nonappropriated funds are utilized, payment will be governed by the provisions of AR 230–5, AR 230–10, and AR 230–36.

4–6. Denominational Coverage

a. The chaplain seeks to provide opportunity for each member of the command to receive the ministrations of his own religious faith in such a way and on such occasions as his denomination requires. If special denominational services are required by denominational law, the chaplain of those denominations serving in the Army must, in conscience, make the necessary arrangements for members of his own group in the area. Because of the nature of military service, it may not always be possible to provide special denominational services for those who "desire" them.

b. The services for members of the three major faiths, *i.e.*, Roman Catholic mass, the general Protestant service, and the Jewish service must have priority in the use of facilities during the hours which are most convenient for attendance at worship.

4–7. Supplementary Religious Coverage

a. To the extent possible, the chaplain accomplishes religious coverage through his own personal services. Because of other duties, his own conscience, the rules of his church, or the fact that his ministrations may not be adequate or acceptable to certain groups, the chaplain is authorized within the limits of law, regulations, and directives, to enlist the ministry of others in the accomplishment of this mission. In order of preference, such assistance might come from (1) military chaplains of nearby units or other services secured with the concurrence of their commanders (AR 165–20); (2) authorized auxiliary chaplains and clergy services by contract (AR 165–20); (3) nonchaplain military personnel; and (4) qualified civilian laymen. All ministries by these groups must be accomplished under the supervision of the staff chaplain. This supervision includes a careful check of the credentials of the individual to conduct services, se-

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curing approval of the commander for use of the assisting clergymen or lay representatives, orientation concerning the customs and procedures of the military community, and providing necessary facilities for the performance of their duties. Provisions for the employment and payment of civilian clergymen for religious services are contained in AR 165–20, AR 230–10, and AR 230–36.

b. Care must be exercised in choosing fully qualified religious ministers for conducting formal worship services. Where necessity demands, lay leaders may be used to conduct devotions for groups of their particular religious denomination in writing and are closely supervised by the supervisory chaplain. Denominational services under the direction of civilian denominational agencies divorced from staff chaplain supervision are not permitted on military installations.

4–8. Religious Census

In order to provide for the religious needs of all personnel, the chaplain requires information of the denominational preferences of the command. The chaplain may take a religious census of his organization by obtaining, through the personnel officer, the religious preference entered upon each individual's qualification card, DA Form 20 (Individual Qualification Card, and DA Form 24 (Service Record) for enlisted personnel and DA Form 66 (Officer Qualification Record) for officer personnel. He may also obtain this information directly from the individual in an initial interview. The chaplain maintains this information as a current file in his office. When approved by the commander, a religious census of dependents and authorized civilians under the care of the chaplain is authorized. Where large groups are involved, this census may be accomplished effectively by cooperation of all chaplains concerned.

4–9. Denominational Guidelines

The chaplain's authority to preach in public, to conduct religious services, to perform ecclesiastical rites, and to administer sacraments and ordinances is obtained in the ordination or commission given him by his church. The ritual and rules of his denomination are consequently his guide in these matters.

a. The chaplain conducts such services, rites, and sacraments as his denomination requires.

b. The chaplain may not be required to conduct any service, rite, or sacrament contrary to the laws and practices of his denomination.

c. The chaplain may officiate jointly in a religious service with a chaplain or civilian clergyman of another denomination, unless forbidden by laws and practices of his own denomination. Freedom of worship in our democratic way of life is recognized by the military establishment.

d. Each chaplain must exercise care and objectivity in selecting religious literature for display and distribution in chapel and dayroom literature racks. While each chaplain is free to distribute publications which teach the doctrines of his denomination in a positive manner, he will be careful to screen out attacks on the beliefs and practices of other religious groups. Chaplains also insure that literature foreign to this concept is not introduced into literature displays by others (AR 210–115).

4–10. Attendance at Religious Services

Attendance at public religious services conducted by the chaplain will be open to all military personnel, dependents of military personnel, civilians living on military posts, and persons authorized to visit the post. AR 165–20 authorizes commanders to excuse from duty personnel desiring to attend services, provided no serious interference with military training or duty is occasioned. This provision pertains to special religious services on or off post as well as regular Sunday, Sabbath, and weekday services. In accordance with our traditional concepts of freedom of religion, AR 165–20 prohibits compulsory attendance at religious services.

4–11. Dress for Religious Services

Chaplains are authorized to wear vestments when conducting religious services (AR 165–20 and AR 210–115). In those instances where vestments are not utilized by the chaplain, the proper military uniform normally should be worn when conducting religious services. The chaplain scarf may be worn as a part of the vestment or the uniform of the chaplain while he is conducting religious services.

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4–12. Publicity

Effective publicity is as essential in the chaplain religious program as it is in civilian churches. Some of the media available to chaplains are as follows:

a. Schedule of religious services announced by official media.

b. Tactful announcements prepared by the chaplain and distributed and posted in appropriate places.

c. The sounding of "Church Call" on posts and in units.

d. The display of the chaplain flag on maneuvers and in the field to mark the location of religious services.

e. Rotation among units or organizations of responsibility for specific duties which contribute to the service such as ushering and providing special music which may stimulate attendance. Such participation must not be allowed to assume the characteristics of compulsory attendance.

4–13. Patriotic Ceremonies

Patriotic ceremonies are customarily held on days of national significance such as Memorial Day, Independence Day, and anniversaries of victories of arms. These ceremonies usually include the religious elements of invocation and benediction. However, they are not worship services and care must be exercised to exclude any emphasis which is strictly denominational in order to permit tri-faith participation.

Section II. RELIGIOUS EDUCATION

4–14. General

Essentially, religious education is the preparation of people for religious involvement in the world. The chaplain is responsible for providing religious education for all personnel of the command, to include dependents and authorized civilians. He accomplishes this task by means of formal and informal religious instruction of individuals and groups. He plans instruction classes, social activities, discussion and study groups, cultural events, and other formal and informal learning experiences which are designed for the nurture of people through contacts in the religious community. An effective religious education program is dependent upon the chaplain's knowledge of the people who make up the command and their individual and collective needs. All religious education activities conducted on an installation are coordinated by and under the general supervision of the installation chaplain.

4–15. The Director of Religious Education

a. Because of the unique contribution which religious education makes to the life of the command and the complexity of the effort, chaplains frequently find the need for specialized help. Every effort should be made to employ a trained civilian director of religious education. This help is authorized under current Civilian Personnel Regulations. Qualifications for these positions are determined by the Chief of Chaplains. Directors of religious education employed from appropriated funds must be certified by the Office of the Chief of Chaplains.

b. When civilian spaces are not authorized, the usual practice is the designation of a chaplain who has primary responsibility for the religious education program. This appointment in no way dilutes the responsibility that all chaplains have in this field. Care must be exercised in the selection of this chaplain. To have an unqualified or uninterested chaplain filling this position can well mean a pooor and ineffective program. An excellent norm for the selection of a chaplain to fill the position of religious education chaplain is the set of standards established by the Chief of Chaplains for religious education directors. These standards may be obtained by writing directly to the Office of the Chief of Chaplains.

4–16. Curricula for Religious Education

An army-wide program of religious instruction has been approved by the Chief of Chaplains. These quality materials may be purchased from appropriated funds and provide a cohesive educational program designed to meet the needs of the military situation. Programs have been developed for the three major faiths by representatives of those faiths to provide a curriculum for religious instruction throughout the army. The Catholic portion of the program is called "The Unified Catholic Religious Education Curriculum for the U. S. Army";

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the Protestant portion, "The Unified Protestant Religious Education Curriculum for the Armed Forces"; the Jewish portion, "The Unified Jewish Religious Education Curriculum for the Armed Forces." Additional information regarding the program may be obtained from the supervisory chaplain, the U. S. Army Chaplain Board, or the Office of the Chief of Chaplains.

4–17. Types of Religious Education Activities

No one activity, such as a Sunday or Sabbath school, covers the responsibilities of the chaplain to provide religious education. It would be of no practical benefit to compile a list of activities that would embrace all facets of the formal and informal efforts of the chaplain in this field. The personnel served by the chaplain have varied educational needs and desires. Thus, the religious education activities, by definition, must be multi-phased; their scope is as broad as the ministry itself. Every chaplain should have relatively easy access to volumes of material in this area. Each religious publishing house can furnish virtually inexhaustible lists of publications dealing with the various types and facets of religious education activities. All chaplains are encouraged to avail themselves of this wealth of resource material, which may be purchased from appropriated or nonappropriated funds.

4–18. Training of Workers for Religious Education

The scope of the religious education program is so broad that no individual chaplain or director of religious education is able to provide all the instruction needed or desired. No matter how large the staff, it cannot execute the program alone. Workers, to include teachers, are an essential part of any religious education program. They are recruited from the officers, enlisted men, civilian personnel and their dependents served by the program. Those recruited for this purpose have an interest in the program and are willing to accept training and supervision. It is the responsibility of the staff chaplain to insure a training program to qualify and assist the workers in the effective and faithful performance of their task.

Section III. PASTORAL CARE AND COUNSELING

4–19. General

The chaplain is the pastor and the shepherd of the souls entrusted to his care. He comes to the Army well schooled by his church and disposed by his prayer and discipline to fulfill the demands of his calling and to be sensitive in his generous response to individual need. The chaplain assigned to a post or troop unit should be available in his office or other suitable place a minimum of one evening each week for pastoral counseling.

4–20. Visits

Army regulation (AR 165–20) establishes the responsibility for an extensive visitation program. If his personnel are sick or in confinement, the chaplain visits them. When men are at work, the chaplain visits them. He shares their hardships in combat. Though he is commissioned as an officer, customs of the service place no restriction on pastoral visitations. His troops will thus know of his personal care for them.

4–21. Interviews

People come to the chaplain with their cares and problems because they expect to find in him a friend they can trust and from whom they may confidently seek help and guidance. The chaplain guards carefully all matters given to him in confidence and never violates the trust that has been placed in him. Even more than is expected of others, he must guard his conversation.

4–22. Privileged Communications

a. AR 165–20 defines the official protection the chaplain enjoys in privileged communications. The Manual of Courts-Martial provides that *any communication* made to a chaplain in his capacity as a clergyman or spiritual confidant, or as a formal act of religion, by a person subject to military law, must be recognized as a privileged communication.

b. Unless this privilege is expressly waived by the individual concerned, the chaplain must not be required nor permitted to disclose information received in this manner to an investigating officer, courts-martial, court of in-

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quiry, board of officers, nor in other proceedings where the testimony of the chaplain is otherwise competent and admissible. This right of "privileged communication" applies to written as well as oral communications.

4–23. Counseling

a. The chaplain must remain abreast of current developments in the area of counseling techniques and pastoral care procedures. Each chaplain should use the particular methods that are effective for him. Validation of knowledge of techniques and theory in this field must come by experience, observation, and continuing study. Frequent communication with and reference to allied professions is essential. Community and post resources provide invaluable aid to the chaplain counselor. A comprehensive discussion of counseling principles and techniques is found in DA Pamphlet 16–60.

b. The chaplain has a specific responsibility for counseling persons charged with a serious offense before a court-martial or a foreign court, whether or not the person is in confinement. For details, see AR 633–56.

4–24. Referrals

The chaplain, when personally unable to provide the help required, refers the person to the appropriate agency which can assist him, such as the American Red Cross, Army Emergency Relief, Army Relief Society, Alcoholics Anonymous, Legal Assistance Officer, Inspector General, or the Mental Health Consultation Service. He maintains close liaison with those agencies, both in the Army and in the civilian community, which can assist him in the pastoral care of his people. He is on his guard against the all too human tendency to refer to others what he might well do himself. However, he will increase his effectiveness by directing his people, when necessary, to offices of specialized help.

Section IV. CHARACTER GUIDANCE

4–25. General

The Character Guidance Program is contained in AR 600–30, FM 16–100, Army Subject Schedules, and Training Circulars of the 16-series. Materials to support the instructional portion of the program are contained in DA Pamphlets 16–5 through 16–13. The theme of the program DUTY—HONOR—COUNTRY is enshrined in the military tradition of the United States. The citizen is required to do his duty, to live in honor, and to serve his country. The aim of the character guidance program is to develop in the individual a sense of personal, moral responsibility. It supports the moral principles and objectives of the Code of Conduct and emphasizes the responsibilities and opportunities inherent in military service. To this end, formal instruction is given in the Army on certain basic principles out of which an individual may develop real values and an acceptable standard of conduct. The program insists on the application of those principles to the various activities of the soldier's life. The commanding officer is responsible for the character guidance program. However, the chaplain accepts his responsibility as staff adviser in areas of religion and morality and makes his instructions effective. He diminishes the effect of his contribution, however, if he fails to encourage the support and coordination of all the command in implementing the guidance aspect of the program. Not only the commander, but the provost marshal, the special services officer, the inspector general, the judge advocate general, the surgeon, the information officer, and personnel officer, as well as the chaplain, are vitally interested in maintaining high moral standards and stamina in the troops. The chaplain can effectively encourage the commander and military instructors to incorporate character guidance principles in the exercise of their leadership and in the content of their instruction.

4–26. Character Guidance Councils

The chaplain may serve as a member of a character guidance council at unit, installation, or command level along with other appropriate officers in accordance with AR 600–30 and FM 16–100.

4–27. Character Guidance Instruction

Character guidance instruction is a training responsibility in the army and is scheduled at regular intervals. The chaplain normally is the principal instructor in the command character guidance program of instruction but to empha-

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size the command aspects of the program, the commander is encouraged to present a limited number of instructional topics. The chaplain's preparation involves study and knowledge of the assigned topic, development of an adequate lesson plan, use of training aids and illustrations, and such other steps as may be necessary to make his presentation interesting and effective. It is the responsibility of the supervisory chaplain to insure that the chaplain participation in the training program meets the requirements of the training officer and the standards for all army instruction. The supervisory chaplain should require each chaplain under his supervision—

a. To be thoroughly conversant with the principles and methods of army instruction (FM 21–6).

b. To audit character guidance instruction given by other chaplains when practicable.

c. To attend periodic training and briefing conferences held by the supervisoory chaplain.

Section V. CIVILIAN COMMUNITY ACTIVITIES

4–28. General

The chaplain plays an effective role in all the activities of the civilian community which can contribute to the success of his work. He is guided in this important phase of his program by the principles set forth in paragraphs 2–11 through 2–13.

4–29. Coordination

It is essential that chaplain activities in the civilian community be performed with the knowledge and approval of the commander. An effective program in this area requires planning and coordination on the part of the staff chaplain to insure a balanced emphasis. While these activities contribute to the total chaplain program, they must not interfere with the primary mission of the chaplain.

Section VI. ADMINISTRATIVE ACTIVITIES

4–30. General

The chaplain program, of necessity, involves a certain amount of administrative activity in support of his professional duties. At all levels of command, from the separate battalion to Department of the Army, the chaplain is normally designated as a staff officer. In the lower levels of command, administrative duties will require only a relatively small part of the time of the chaplain. At higher levels, administration may be his major responsibility. Regardless of the amount of time devoted to this activity, administrative responsibilities require meticulous and prompt attention by the chaplain. Whether it is preparing reports, writing a single letter, or making an involved staff study, thoroughness, care, and efficiency characterize the administrative work of the chaplain. In the field of administration, the chaplain knows and carefully follows—

a. The staff organization of the Army and of his own command.

b. The SOPs of his own headquarters.

c. Basic regulations applying to army administration.

d. His own professional responsibilities as outlined in regulations, pamphlets, circulars, FMs, and TMs.

e. Staff procedures within which he must work to accomplish his primary mission (FM 101–5).

4–31. Office Organization

Whether in garrison or in the field, the chaplain has a base of operations. Commanders are required to set aside a suitable place where the chaplain can perform his duties properly (AR 165–20). Normally, in garrison, chaplains have an office in, or adjacent to, the chapel building. Here the chaplain maintains files of correspondence, rosters of personnel active in various phases of the religious program, and memorandum receipts for property and equipment issued to him. A complete and current standing operating procedure, including emergency plans for the chaplain section, is maintained (app B). The continuity of the chaplain work at a station depends upon the records, files, and property inventory which he leaves for his successor. Classified material requires careful handling according to instructions in AR 380–5. To make himself readily

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available to his people, the chaplain schedules office hours during the week when the troops are free to visit him.

4–32. Correspondence

It is of the utmost consequence that strict accuracy regulate the chaplain's use of the written word and that every communication he writes expresses his thoughts clearly and correctly. He is called upon to write letters, prepare indorsements, reports, staff studies, publicity releases. In some assignments, he prepares or revises SOPs, regulations, manuals, and briefings. In every case, careful attention to the principles of effective writing is essential. Few indeed are so expert in the art of composition that the accurate communication of thought is an easy matter. For most, considerable mental exertion is required and only long and continued practice produces the desired expression. Detailed analysis of helpful means to improve writing style and accuracy are contained in DA Pamphlet 1–10 and in FM 101–5. AR 340–15 prescribes the policies and procedures which govern the preparation of military correspondence. Extension courses dealing with effective military writing are available from the U. S. Army Chaplain School.

4–33. Sympathy Letters

The commander of a deceased or missing member's unit of assignment, the chaplain serving that unit, or the installation commander must write a letter of sympathy to the next of kin of the casualty and to his parents if they are not the next of kin. Letters must be written within 24 hours after the initial notification is dispatched to the next of kin and must be dated when prepared, but must not be mailed until it has been determined that the next of kin has received the notification telegram. In oversea areas, the letters are mailed after Headquarters, Department of the Army, acknowledges receipt of the death reports. If death resulted from an army aircraft accident, the provisions of AR 95–6 apply. The chaplain must be familiar with the provisions of AR 600–10, which includes full details of the army casualty system, in addition to specific information and requirements of sympathy letters.

4–34. Reports and Records

The active army chaplain, reserve component chaplain on active duty for training, auxiliary chaplain, and authorized civilian clergyman prepare such religious and character guidance reports as are required. These reports are consolidated at major command headquarters in accordance with AR 165–20 and forwarded to the Chief of Chaplains. Specific instructions to meet particular requirements are issued by major command headquarters. Instructions for the preparation of DA Form 16–5 (Record of Baptism), DA Form 16–6 (Record of Marriage), and DA Form 16–7 (Record of Funeral) are contained in AR 165–20. The chaplain may be required to prepare other reports by local or higher command directives.

4–35. Supply Responsibilities

a. General. The chaplain obtains chaplain and chapel equipment and supplies in accordance with existing regulations, authorizations, and procedures. The major command chaplain provides information and guidance for subordinate unit and installation chaplains on current requisitioning and procurement procedures, particularly in those modifications and exceptions applicable to their commands. Staff chaplains at all echelons provide advice, assistance, and training in supply responsibilities, and information on authorized allowances, budgeting, requisitioning and procurement procedures, maintenance, and disposition. Policies and procedures regarding chaplain and chapel equipment and supplies are formulated by Department of the Army based on recommendations of the Chief of Chaplains. In general, chaplain responsibilities and procedures relating to supply and equipment are contained in AR 210–115, AR 711–16, AR 715–30, AR 735–5, AR 735–26, AR 735–35, AR 750–27, and CTA 50–922. Special instructions, technical information and guidance of interest to chaplains on supply authorizations and procedures are disseminated to major command chaplains by the Chief of Chaplains. The major command chaplain forwards this information to subordinate chaplains.

b. Requisition and Issue. The Department of the Army now uses The Army Authorization Document System (TAADS). TAADS establishes the method for documenting the

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authorization of personnel and equipment for all army units (including units of Reserve components and DA elements of joint service units). TAADS involves four basic documents: Tables of Organization and Equipment (TOE); Modification Tables of Organization and Equipment (MTOE); Tables of Distribution and Allowances (TDA); and Modification Tables of Distribution and Allowances (MTDA). All DA equipment authorizations will be contained in one of the above DA approved documents. Existing expendable tables of allowances, which up to the time of the conversion to the new system have been authorizations, will remain as recommended allowances or guides to develop the total authorization for each unit. Eventually, all expendable tables will be consolidated into a supply bulletin. This supply bulletin, when published, will supersede all the expendable tables and will become the guide to all allowances.

(1) Tables of Organization and Equipment (TOEs) prescribe the normal mission, organizational structure, and personnel and equipment authorization for a military unit. Except for the chaplain kit (AR 210–115 and CTA 50–922) essential chaplain equipment is included in the TOE of every unit authorized a chaplain, and is issued to the chaplain by the unit supply officer. This nonexpendable TOE equipment is part of the chaplain prescribed load. Since a unit must have its prescribed load in order to be combat ready, the chaplain is familiar with the equipment provisions of the TOE of his unit, requisitions his equipment or takes steps to insure its rapid availability.

(2) Except for TOE allowances and expendable office supplies, each unit chaplain submits to the installation chaplain an itemized estimate of his equipment and supply requirements for the ensuing fiscal year. This includes equipment and supplies authorized in appropriate TDAs. TOE allowances and expendable office supplies are requisitioned and accounted for through the parent unit.

(3) The installation chaplain consolidates unit chaplain requirements, establishes priorities, and prepares the necessary annual or supplementary budget to meet the total chaplain activities requirements within the overall budget ceiling of the installation. Equipment and supplies requisitioned or procured for use of chaplains and in chapel facilities are received and inspected by the local accountable property officer. The property officer issues these items direct to the installation chaplain in accordance with the provisions of AR 711–16 and AR 735–5.

c. Maintenance.

(1) Chaplains are responsible for public property entrusted to their care and safekeeping in accordance with AR 735–35. The installation or supervisory chaplain periodically inspects chapels and equipment to detect potential or existing deficiencies and takes action to prevent or correct them.

(2) Chaplain enlisted assistants are instructed in the proper care and handling of ecclesiastical equipment. In no case may these items be used for any purpose other than that for which they were intended. Abrasives are not used on metal ware. All metal ecclesiastical items are to be wrapped in cloth when not in use and clean soft gloves used when handling them.

(3) AR 750–27 provides the policy and procedures for maintenance of electric organs. The senior chaplain in each chapel is responsible for user maintenance. The installation chaplain exercises supervision over the use and care of organs installed in the chapels for which he has responsibility.

(4) A maintenance guide is to be developed for each chapel showing types of cleaning and polishing material to be used on furnishings in that chapel and a schedule of maintenance to be performed.

d. Disposition of Excess Property. All property excess to the requirements of an installa-

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tion is reported in accordance with instructions provided in AR 755–20, as implemented by current directives. Installation chaplains make certain that property disposal officers understand and are following the procedures for the sale, donation, or transfer of items of religious significance to appropriate religious organizations.

4–36. Miscellaneous Chaplain Equipment and Supply

There are many other items of supply and equipment required by chaplains. Some of them are listed below with requisition sources and procedures.

a. Department of the Army Publications.

(1) DA Pamphlets 16-series and miscellaneous publications such as: Armed Forces Hymnal, Jewish Prayer Book, The Holy Scriptures (Pulpit Edition of the Jewish Prayer Book), My Sunday Missal, and New Testament listed in DA Pamphlet 310–1.

(2) Certificate of Marriage (DA Form 16–2); Certificate of Baptism (DA Form 16–3); Record of Baptism (DA Form 16–5); Record of Marriage (DA Form 16–6); and Record of Funeral (DA Form 16–7) listed in DA Pamphlet 310–2.

(3) DA Character Guidance posters listed in DA Pamphlet 310–1.

(4) Graphic Training Aids (charts) listed in DA Pamphlet 108–1.

b. Character Guidance Films, Transparencies, and Slides. Films, GTAs (slides and transparencies) in support of the character guidance discussion topics are listed in DA Pamphlet 108–1 and may be secured through the local U.S. Army Audio-Visual Support Centers.

c. Armed Forces Unified Curricula. Authority to purchase the Armed Forces Unified Curricula from appropriated funds for utilization in all U.S. Army religious education schools is provided in AR 715–30 and CTA 50–989.

d. Religious Publications. Religious publications are authorized for display and distribution in chapel and dayroom literature racks. Such material may be secured as required by the chaplain through the various denominational chaplain commissions or purchased from nonappropriated funds. Requisitioning objectives are not established for this type of material (AR 210–115).

e. Vestments. Vestments, including pulpit robes, are not authorized for procurement from appropriated funds but may be procured from nonappropriated funds. Wearing of ecclesiastical vestments by military chaplains when conducting religious services is not a mandatory requirement of the Armed Forces. Chaplains are authorized to follow the practice of their denominations and wear vestments for religious services in lieu of the military uniform (AR 210–115).

f. Sacred Items. Sacred items, such as the ciborium, chalice, paten, pyx, ostensorium, Torah, and sacred vestments, governed by liturgical law and consecrated to divine worship, which are required for conduct of religious services in chapels and chapel facilities, are not authorized for purchase from appropriated funds. The rite of consecration designates these items specifically for spiritual use; therefore, they may never be transferred to common use. Should there be any doubt concerning the status of a particular item, it should be treated as sacred until a certain determination is made. To insure the proper care and custody of sacred items, purchase is made from nonappropriated chaplains' funds (AR 210–115).

g. Donated Items. Items received by donation for an installation, organization, or unit are accounted for in accordance with AR 230–36, Nonappropriated Chaplains Funds. An item on a loan basis may not be accepted by a chaplain as fund property.

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CHAPTER 5
THE INSTALLATION CHAPLAIN

Section I. GENERAL

5–1. The U.S. Army Garrison

To provide religious coverage for U.S. Army garrisons, chaplains are authorized by Tables of Distribution and Allowances. AR 310–41, AR 310–42, and AR 140–145 contain details of preparation and responsibilities for Tables of Distribution and Allowances. Garrison chaplains are generally known as installation chaplains. The senior chaplain normally is designated the Installation Chaplain. The term "installation," rather than "garrison" or "post," chaplain is utilized throughout this chapter. In the generic sense, this term includes chaplains who serve air defense units, Class II hospitals, depots, and other situations wherein they cannot be accurately called post or garrison chaplains. The following paragraphs explain procedures which he observes and programs which he develops in accomplishing his mission. These paragraphs also apply to those chaplains in special type assignments whose duties include part or all of a garrison religious program.

5–2. Guidelines for the Installation Chaplain

The installation chaplain assignment involves a combination of administrative and professional responsibilities. As the staff chaplain of the commander, the installation chaplain is responsible for the supervision of the entire religious program of the command. The discharge of this responsibility involves organization of his section, the assignment of clearly defined duties to each member of his section, the establishment of required administrative procedures, organizational and functional charts, and the maintenance of an up-to-date chaplain SOP and emergency plans for the installation chaplain section. Much depends on his personal initiative, imagination, and insight into the nature and scope of his responsibilities. By showing interest in the whole mission of the command, and by displaying a knowledge and careful practice of proper staff procedures, the chaplain merits the confidence and support of his commander and his fellow chaplains.

5–3. Lodger Units

The term lodger unit is used to identify a unit physically located on an installation but not commanded by the installation commander. Lodger units are logistically supported by the installation. The installation staff chaplain establishes and maintains liaison with the lodger unit and makes every effort to cooperate with them and integrate their program into the overall religious program of the installation. Lodger unit chaplains must not pursue an independent course, but must coordinate their efforts as an integral part of the installation religious program. The lodger unit chaplain must remember that he is dependent upon the installation staff chaplain for logistical support of chapel facilities and for pastoral care of dependents and base camp personnel when his unit moves to the field.

5–4. Relationships

a. The installation chaplain is the pastor to the commander, but abuse of the pastoral relationship to gain favorable command action is an abuse of privilege. It is not likely to impress the commander favorably and is certain to make an unfavorable impression on other staff officers who have no parallel approach to the commander.

b. The staff chaplain at the next higher level of command has supervision over the installation chaplain to the degree desired by the commanders concerned. The installation chap-

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lain keeps his supervisory chaplain informed of all changes and developments at installation level that may be of interest to him. Matters requiring command action which change policy, or which involve the interests of other staff sections, must be put into command channels. The installation chaplain may seek advice and guidance of his supervisory chaplain on such matters.

c. Free exchange of communication concerning professional or related matters between chaplains at all levels of command without recourse to military channels is authorized by AR 165–20. In matters which concern the supervisory chaplain, the installation chaplain sends such communications through technical channels to facilitate coordination and remedial action. Staff chaplains at intermediary headquarters will resolve the problem or will provide applicable information. Personal professional matters may be sent direct to the Chief of Chaplains. The utilization of these technical channels of communication must in no way violate the purpose of regularly established command channels.

d. Chaplains assigned to units commanded by the installation commander come under the supervision of the installation chaplain. The installation chaplain never requests the chaplain of a lodger unit to perform duties outside his own unit without first coordinating with the chaplain and his unit commander. Chaplains in subordinate or lodger units should make every effort to coordinate their activities which affect the total religious program with the staff chaplain of the installation.

Section II. RESPONSIBILITIES

5–5. Religious Coverage

The installation staff chaplain in supervising the religious program of the command coordinates the professional activities of all chaplains assigned to the installation.

a. The installation staff chaplain is concerned with religious coverage for smaller religious groups which have a distinct requirement by Church Law and practice. In most case a central service will serve the needs of all members of such groups for the entire installation. In the arrangement of such services, the post chaplain normally does the following:

(1) Determines the religious law and practice of the group.
(2) Secures a suitable facility according to the needs of the group.
(3) Secures leadership for the group, if this is required, from military chaplains, civilian clergy, or qualified lay personnel.
(4) Requests transportation to a civilian church, if this is the most feasible way of meeting the need for a service.
(5) Obtains appropriate publicity for the service.
(6) Assists men who require it to obtain permission of their commanders to be absent from duty to attend the scheduled service.
(7) Insures proper administration of funds.

b. To provide complete religious coverage, he plans a program to cover all units at the installations which do not have assigned chaplains. This may be done by assigning individual chaplains responsibility for the religious coverage of all units within a designated geographical area of the installation. Such a program is coordinated with the commanders of the units concerned and with other chaplains in the area. If sufficient chaplains are available, they are designated to provide coverage for specific units. When a unit has an assigned chaplain, he makes arrangements for religious coverage of the unit. However, the installation chaplain will be interested in knowing that this is being done and he may be called upon to provide assistance.

5–6. Religious Education

The installation chaplain is responsible for establishing, coordinating, and supervising the religious education program at the installation. He programs and budgets for equipment, materials, and religious education directors. He secures adequate facilities such as classroom space, religious-social facilities, and transportation in order to establish one or more Sunday, Sabbath, or catechism schools, depending upon the size and geographical arrangement

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of the installation. When practical, these schools should also be established in the areas of separate organizations. The installation chaplain plans, organizes, and coordinates a program of teacher procurement and training in order to provide sufficient departments and teachers to meet the most modern and effective religious education standards. The goal for the teacher-student load should be 15 or less students per teacher. Denominational religious education schools may be established for military or authorized civilians and their dependents of a particular denomination under the direct supervision of the installation chaplain. See paragraphs 4–14 through 4–18 for additional information on the subject.

5–7. Character Guidance Instruction

The installation chaplain coordinates with the training officer in supervising character guidance instruction for all installation units. Generally, he need not be concerned with providing character guidance instruction for lodger units unless these units do not have assigned chaplains. The installation chaplain inspects character guidance instruction for which the installation commander is responsible, and recommends necessary corrective action in cases of deficiency or recognizes outstanding performance. Paragraphs 4–25 through 4–27 contain additional information. In the discharge of this responsibility, the chaplain checks the following:

a. The suitability of the location provided.

b. The suitability of the time schedule.

c. The percentage of unit strength in attendance, including reasons for low attendance.

d. Attitude and control of those in charge of the group.

e. Appearance and attitude of the instructor.

f. Quality of the instruction, including use of proper instructional methods, training aids, and maintaining of attention.

5–8. Personnel

a. The installation chaplain knows the chaplain authorizations for the installation and all installation units. He makes appropriate recommendations concerning chaplain spaces in any revision of the TDA (DA Pam 20–551). In coordination with the personnel officer, he takes action to fill chaplain vacancies suitably. He may inform his supervisory chaplain through technical channels of any special requirements or qualifications which would affect the choice of a man to fill the vacancy.

b. The installation chaplain makes recommendations concerning the assignment, transfer, or promotion of enlisted assistants within installation units.

5–9. Training

In accordance with AR 165–20, the installation chaplain plans, coordinates, and supervises a training program for the chaplains and chaplain enlisted assistants.

a. The installation chaplain holds periodic meetings of all chaplains of installation units to conduct professional training and discuss various aspects of the chaplain program. At these meetings, prepared papers are given on professional subjects of common interest. Briefing sessions and critiques of character guidance instruction are held. A program of on-the-job training, with personal supervision is developed for newly commissioned chaplains.

b. Reserve chaplains assigned for short, active-duty tours receive training under supervision and are not used simply as temporary substitutes. In certain areas, the installation chaplain may be expected to coordinate supplemental summer training for Reserve and National Guard chaplains. For this activity the Army will assign him specific guidelines and obligations.

c. The installation chaplain also encourages chaplains to participate in religious retreats or conferences of theier church as a means of heightening their effectiveness and deepening their spiritual life.

d. The training of chaplain enlisted assistants may follow the lines set out in the program under which they initially qualify for their MOS. This includes—

(1) Reading assignments in regulations and manuals on the chaplain program, property and funds, and other related fields.

(2) Attendance at installation schools for clerk-typist training.

(3) Attendance at training sessions for film projectionist.

(4) On-the-job training under experienced assistants.

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(5) Study of current SOP of the chaplain section and applicable policy directives of the installation.

5–10. Logistics

The installation chaplain has technical staff responsibility for supervising the use and maintenance of chapels and equipment, the appearance of chapels, and for insuring that chaplains and chapels are provided with authorized equipment. He recommends the assignment of chapels for use by specific units. He periodically inspects supplies and equipment to insure that they are adequate, properly used and maintained, and replaced as they fall below standards of usability. In the discharge of this logistic support responsibility, the office of the installation chaplain may be designated an activity, under the provisions of AR 735–35, to account for installation property authorized for chaplains and chapels. Further details on chaplain supply responsibility are contained in paragraph 4–35.

5–11. Public Relations

In time of peace, when the need and function of a large army are not as obvious as in wartime, civilian relationships assume increased importance. Because of the chaplain's church relationships, his training and experience in meeting people and in public speaking, the commander frequently calls on him for activities in this field. See paragraph 2–11 and AR 165–20.

Section III. THE OPERATING PROGRAM

5–12. Funds

a. Appropriated Funds. The bulk of the funds supporting the installation chaplain program are obtained from appropriated chaplain activity account funds authorized by the commander for the support of the religious activity. The use of these funds is dealt with in paragraph 5–13.

b. Welfare Funds (Nonappropriated). The installation chaplain normally is a member of the central post fund council. This fund is intended to be spent for purposes beneficial to the personnel of a post (AR 230–10). It often provides funds for specific expenditures in support of the operational phases of the post religious program when such funds are not otherwise available. Before requesting welfare funds, the installation chaplain should prepare estimates and justification of the requirement for such funds.

c. Chaplain Funds (Nonappropriated). Chaplain funds are established to support and promote the moral, spiritual, and social activities relative to the religious program of the command. Chaplain funds should be utilized primarily to support local religious and related activities. Normally, the installation chaplain is responsible for a consolidated post chaplain fund. AR 230–36 contains the basic policies, principles, and accounting procedures governing chaplain funds. In addition to being familiar with current regulations on funds and fund property accounting, the installation chaplain also plans, programs, and budgets his fund assets on an annual basis. Such planning provides the chapel congregation with definite projected goals, encourages a stewardship responsibility, and insures a systematic and efficient utilization of chaplain funds.

5–13. Planning, Programing and Budgeting

a. General.

(1) The chaplain program operates within the framework of the army program system (AR 11–45, AR 37–1, AR 37–100, AR 37–108). The post or installation is normally the command echelon for which program goals are established. The program goal is the standard established by a major command or installation commander as the desired level of accomplishment. Within the army management structure there are several management programs which are identified by activity accounts. Operation and maintenance of facilities (OMF) is one of the major program and budget segments of the army management structure. The local welfare program comes within the OMF structure. The personnel officer is normally the program director of the local welfare program. There are three activities included in the local welfare program: the chaplain activities; the command in-

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formation activities, and the special services activities. The staff officer charged with each of these activities is called an activity director.

(2) The chaplain activity is further subdivided into the following activity accounts: Religious services, religious education, pastoral activities, and character guidance instruction. These are the four broad areas of the chaplain program. Money is allocated to chaplain activities on the basis of requirements. Certain performance factors have been developed to determine an equitable method of relating goals and accomplishments to costs. This gives the commander a management structure of activities, each of which has certain performance factors by which he can determine how much money it will require to accomplish his specific annual goals.

b. Program Development. There are four phases in programing. The first, called development, includes partial planning, setting of goals, and the preparation of documents. The installation chaplain plans a program and a budget to support that program.

(1) He plans and estimates chaplain activity account requirements such as expendable and nonexpendable supplies, and printing and equipment; chapel furnishings; auxiliary chaplains and contract clergymen; schools, training conferences, and workshops requiring TDY and travel; retreats and other special activities; secretarial help; religious education supplies, equipment and directors; supplies and support for the music program; and the costs of supporting similar religious programs on subposts and satellited installations or activities.

(2) In addition to the chaplain activity account, there are other army programs with activity accounts in which the installation chaplain has a responsibility. He coordinates with the director of these programs in order to insure inclusion of chaplain and chapel requirements in those programs that are appropriate. They include—

(*a*) *Training activities*—costs for TDY and travel related to service schools and special courses.

(*b*) *Engineer maintenance and repair*—normally this item is automatically budgeted for by the post engineer. However, planning and coordination is maintained with the post logistics officer and the post engineer in order to insure chapel repairs, renovations when required, and approved alterations out of engineer activity account funds.

(*c*) *Custodial services*—provides for custodial and janitorial services performed as a repair and utility (R&U) activity in accordance with AR 420–81.

(*d*) *Alterations and minor construction*—(AR 415–35, AR 420–10).

(*e*) *Self-service supply centers.*

(3) The Chief of Chaplains, as well as the staff chaplains at major command headquarters, influence the setting of local goals by inserting into the annual program guidance documents certain approved requirements to be accomplished. These requirements might include a percentage goal for attendance at religious services or completion of chapel renovation.

(4) The installation chaplain submits his program and budget requirements to the program director for the post morale and welfare program.

c. Program Funding. The second phase of programing, called funding, is the matching of funds with goals. Since there is never enough money to accomplish all that the Army desires to accomplish, local commanders have to prune their programs, set priorities, and even eliminate projects. Generally, since the chaplain portion of the local installation funding program is not a very large percentage, the installation chaplain will be allocated sufficient funds to support his approved program, provided he has programed timely, wisely,

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realistically, and properly. He now has a funded program.

d. Program Execution. The third phase of programing is called execution and is simply the funded program put into operation. This means continuous review of accomplishments, expending of funds in accordance with the program by fiscal quarters, and reprograming when required. It may also mean planned readiness to adjust to unprogramed cuts or to exploit any unprogramed additional funds.

e. Program Review and Analysis. This fourth phase of programing is a study of the results. The reporting system for religious activities is devised to assist in measuring chaplain accomplishments. The installation chaplain is responsible, in most instances, for the first consolidation of the post unit and subordinate unit reports. During the processing of these reports into one command consolidated report, the installation chaplain determines whether or not established goals have been met. He then analyzes the report to determine the reasons for failure to meet the goals or for exceeding the goals. Deviations from programed goals often indicate trends in the moral and religious life of the command which may result in disciplinary or morale problems, and may require immediate command action. Frequently deviations below programed goals indicate areas where greater chaplain effort is required; while deviations above programed goals may indicate an imbalance of chaplain efforts, seasonal religious interests, or goals that are too low. The installation commander is continuously informed of the progress and problems of the religious program. The installation chaplain also keeps his supervisory chaplain currently informed so that he, in turn, can program more effectively.

5–14. Reports

The religious and character guidance activities reports, prepared by all chaplains assigned to installation or subordinate installation units, are processed through command channels to the installation chaplain office. As the activity director of the installation religious activities, the installation chaplain consolidates the subordinate unit reports. He reviews the reports for reporting accuracy and analyzes them to determine the degree of accomplishment measured against programed goals for the reporting period. The installation chaplain insures that every activity has been reported and that chaplains going on leave, to school, or reassignment, prepare reports for the period of time they participated in the installation religious program. Normally the installation chaplain prepares the installation command consolidated report which is forwarded to the next higher administrative headquarters. Attached to the report are status reports on chapel facilities and a brief account of nonappropriated funds expended during the reporting period. The installation chaplain also prepares, and may be called on to present, the chaplain portion of the commanders briefing by the staff, and he provides input for the commanders quarterly review and analysis report, when appropriate. This report provides the installation commander, the installation chaplain, and the staff chaplain at higher headquarters with the information required in order to program and budget adequately for an overall effective chaplain support operation.

Section IV. FACILITIES

5–15. Chapels, Chapel Facilities, and Religious Education Facilities

a. General. The commander will provide equipment, facilities, and transportation to enable chaplains to perform their duties effectively (AR 165–20). The senior chaplain using a chapel, chapel facility, or religious education facility is responsible for all Government property pertaining thereto, including the building itself. When a chapel is closed, the responsible chaplain transfers responsibility for custody of building and fixtures to the post engineer. The maintenance of chapels, chapel facilities, or religious education facilities and permanent fixtures is the responsibility of the engineer (AR 420–10). Custodial services for chapels will ordinarily be provided from R&U funds (AR 420–81). Housekeeping functions, such as heating and maintenance of grounds in some chapels, may be the responsibility of the using organization. Structural changes in chapel buildings are the responsi-

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bility of the installation commander (AR 420–10). Chaplains will not solicit funds outside the military service for chapels on military installations except in cases specifically authorized by the Secretary of the Army.

b. Permanent Facilities. The first necessary step to make construction of a chapel facility a part of the permanent post construction program, is approval by the installation planning board. AR 210–20 provides for the chaplain to be appointed a voting member of this board. The type of chapel construction requested will be based on AR 415–31 and the planned total installation population. Separate buildings are not normally authorized where the total population is less than 300.

c. Equipment and Furnishings. Appropriated funds are the principal source for refurnishing and equipping chapels. Installation chaplains continually revise and keep current the program for chapel maintenance and furniture replacement. A correct procedure in setting up a chapel equipment program involves ascertaining life expectancy of the item or facility; determining what items need replacement; and including requirements in the overall installation chapel five-year program. Nonappropriated funds may be used for obtaining supplies, equipment, and services not provided through appropriated funds (AR 230–36).

d. Designation. A chapel, chapel center, or religious education facility constructed with public funds is designated by its location, by a number, or letter, or by the name of the installation or unit using the building. Such buildings will not be named for any person, living or deceased or designated by a name or term having a faith group connotation (AR 210–115).

e. Utilization.

(1) Chapels will be used solely for religious and allied purposes. Chapels built with public funds will be available for use by all denominations represented in the command and are not designated for exclusive use of any one denomination. At times when formal religious services are not scheduled, the chapels should be available for private prayer and meditation. Religious symbols and items of equipment having denominational significance should be so installed that they may be removed or covered when not in use by the denomination or group concerned (AR 210–115).

(2) Chapel facilities are considered temporary rooms or buildings set aside primarily for religious worship, prayer, study, meditation, and discussion. They are not to be used for other purposes during the time they are designated as chapel facilities.

(3) Religious education facilities which have been constructed under the Chief of Chaplains religious education program are used solely for religious-social or religious-educational activities within the installation chaplain program. Use of such religious educational facilities by other community, social, or educational groups are coordinated by the installation chaplain to avoid any conflict with the installation religious-educational or chapel program. Priority for use of such rooms or facilities is given to the installation chaplain religious activities. Rooms or facilities are not to be pre-empted by any agency or group on a permanent basis.

(4) The use of military chapels or chapel facilities by civilian agencies is permitted only for the purpose of providing religious services for military personnel and their families when such services are not readily available off post. Such use, however, should be temporary in nature and completely coordinated with the installation chaplain program.

(5) The schedule of chapel and chapel facility use is coordinated by the installation chaplain to insure maximum utilization of the buildings. Using chaplains of all units, organizations, and denominations should have ample time and opportunity for an adequate program of religious and

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allied activities. When required, the installation commander may allocate auxiliary buildings or rooms for educational, cultural, or social activities which are a part of the total religious program.

5–16. Organs

The proper use and care of field and installed organs is the responsibility of the chaplain. The use of electronic organs is limited to qualified personnel and the organ is kept locked when not in use. The policy and procedure for the maintenance and repair of electric organs is contained in AR 750–27. The installation chaplain coordinated with the installation logistics officer for assistance when it becomes necessary to move an electric organ from one chapel facility to another. Since such moves may at times require the citation of funds from the chaplain activity account, they are kept to a minimum. Reed organs must be kept dry and free from dust.

5–17. Transportation

Chaplains assigned to the installation, or to units which do not have organic transportation will be furnished transportation from the installation motor pool. The installation chaplain, in coordination with the transportation officer, surveys the need for vehicles on permanent dispatch to chaplains. He submits requests and justification for such vehicles and supervises their use. Additional on-post transportation for individual chaplains is on a dispatch basis in accordance with post transportation policy. The installation chaplain screens and coordinates chaplain requests for off-post dispatch of vehicles. He requests and supervises the use of buses for chaplain activities as authorized in AR 58–1. Chaplains assigned to units normally will be furnished necessary transportation by their unit.

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CHAPTER 6
PARTICULAR CHAPLAIN ASSIGNMENTS

Section I. PERSONNEL CENTER

6–1. General

A personnel center is a Class I activity providing administrative control over two or more of the following personnel processing activities: reception center, oversea replacement station, returnee reassignment station, and transfer station.

6–2. Reception Station (AR 612–10)

A reception station is an activity specifically designated to receive, orient, classify, clothe, assign, and move personnel, enlisted, inducted, or ordered to active duty (including active duty for training). The inductee remains in the reception station from three to six days. The chaplain program at a reception station usually includes—

a. Orientation. An orientation is given to new men as soon as possible after their arrival at the reception station. These new men are impressionable, and this is their first contact with an Army chaplain. He can influence their attitudes toward religion and chaplains in a way that may well last throughout their military careers. He indicates his position as a volunteer in the Army, speaks of his insignia and his usual location, the services he is prepared to offer, and the opportunities that the chapel program offers the soldier for worship, education, and spiritual growth. He describes the religious services offered in the reception station and speaks briefly of the opportunities inherent in the Army service.

b. Religious Services. A complete program of religious services is provided. Religious-social activities are planned and conducted in the chapel center to provide opportunities for group contacts. The permanent congregation, made up of the cadre of the personnel station, may be small, but the spirit engendered by a complete religious program will permeate the activity of the station and benefit the mission. Every effort is made to encourage all the men to participate in religious activities from their first days in the station.

c. Counseling. Men passing through a reception station often have problems attendant upon their separation from home. The chaplain watches for such men and goes out of his way to guide them. He makes it clear that they are welcome to come to him and discuss possible solutions for their adjustment to the situation.

d. Pastoral Care of Cadre. The chaplain of a personnel station has the responsibilities of a unit chaplain towards permanent party personnel of the station. His religious program for the installation will also include the permanent party and their dependents.

6–3. Oversea Replacement Station (AR 612–40)

An oversea replacement station is an activity adjacent to a major Army transportation terminal in the continental United States, Puerto Rico, or Hawaii, where oversea replacements, destined for oversea movement, are processed and assembled for shipment. The men remain in the station from three to seven days. The chaplain program includes—

a. Orientation. The ages and lengths of service of the men in the station varies. Whereas the constituency of a training center is predominantly young men, the personnel center is concerned with the older professionals as well as the young soldiers. The chaplain assists them by providing guidance and information on religious and social activities available to them in the area. The chaplain orientation is a part of the regular processing schedule. The men are best met in small groups

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where the chaplain may detect those who need individual counseling. If the chaplain is an oversea veteran, he can be especially helpful in guiding these men who are about to leave for duty abroad.

b. Religious Services. A complete program of religious services is planned for times and places most convenient to the men. Religious-social activities are especially effective and valuable to men in the oversea replacement station when advantage is taken of extended periods of forced inactivity. Frequent visits by the chaplain to the facilities of the station readily suggest numerous opportunities of great potential value to the religious needs of the men.

6–4. Returnee Reassignment Station (AR 612–60)

a. A returnee reassignment station is an activity adjacent to a major continental United States Army transportation terminal established for the purpose of providing administrative processing for personnel returning to continental United States or other area from an oversea command. It is composed of a relatively small permanent party and a constant flow of transients.

b. Orientation, interview, and counseling by the chaplain are included in the processing schedule and are designed to offer help to the men during their short stay in the station. The program of religious services is planned and conducted according to the length of time the men are available in the station.

6–5. Transfer Station (AR 635–61)

a. A transfer station is an activity designated to accomplish transfer processing of personnel returning from overseas for separation. Military personnel are reassigned to that activity specifically for separation. It is composed of a relatively small permanent party and a constant flow of transients.

b. Orientation, interview, and counseling by the chaplain are included in the processing schedule. They are intended specifically to help the men solve those difficulties which frequently arise at the time of separation. A program of religious services and of other chapel activities is planned to meet the particular needs of men awaiting separation.

Section II. CONFINEMENT FACILITY

6–6. General

The chaplain in a confinement facility works with soldiers whose violations of military law have been serious enough to warrant confinement. Prisoners in confinement are considered as individual cases rather than as a group of men of similar characteristics. The chaplain, primarily concerned with individuals and their spiritual welfare, finds in a confinement facility abundant opportunity for the fulfillment of his primary concern as a chaplain and clergyman. He is a foremost exponent of rehabilitation. The information in this section is the minimum essential information needed by the chaplain in accomplishing his mission. More detailed data on the functions, activities, and mission of the confinement facility chaplain is disseminated periodically by the USCONARC chaplain. Other sources of useful, current thinking and practice are available through military training conferences and workshops on the confinement ministry. Special education courses in civilian institutions are supplemented by a large volume of helpful written materials in this subject area.

6–7. Types of Confinement Facility

a. Post Stockade. A post stockade is a correctional facility for the confinement of military prisoners. It is used for prisoners awaiting trial, transfer to the United States Disciplinary Barracks, or other designated places of confinement, and for prisoners who have been sentenced to short periods of confinement. The installation commander has responsibility for the post stockade. He usually delegates immediate authority for its operation to an officer called the confinement officer who directly commands the operation of the stockade under the staff supervision of the installation provost marshal.

b. Disciplinary Barracks. A disciplinary barracks is a military correctional facility for confinement, retraining, and restoration of prisoners to honorable duty status or return to civilian life. Usually only military prisoners who have been sentenced by a general court

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martial, whose sentences include a punitive discharge and confinement of one year or more with six months remaining on their sentences at the time they arrive, are confined here. The United States Disciplinary Barracks is located at Fort Leavenworth, Kansas.

6–8. Assignment of Chaplains to Confinement Facilities

Chaplains are assigned to confinement facilities in accordance with authorized tables of distribution and allowances. Chaplains are appointed to post stockades by the installation commander. This assignment may be an additional duty but it will be confirmed in a written order. AR 190–1 requires the appointment of a chaplain for even the smallest confinement facility. The assignment of a stockade chaplain does not in any way abrogate or lessen the responsibility of the unit chaplain to visit regularly the personnel from his unit that are confined.

6–9. The Chaplain Program in a Confinement Facility

Although planned primarily for the prisoners, the chaplain program includes the staff of the installation facility.

a. It is the responsibility of the commander to provide worship facilities for religious services in a confinement facility (AR 165–20). The chaplain attempts to make and keep the place of worship in a confinement facility so as to promote an attitude of worship and meditation.

b. The confinement officer provides custodial supervision for prisoners permitted to attend religious services in a chapel. When prisoners are not permitted to attend a chapel service, the chaplain provides whatever special ministry he can under the circumstances.

c. The chaplain coordinates his program with the staff of the confinement facility to insure the most effective measure of support. His efforts are more helpful to the prisoner and the military service when he coordinates his activities with other agencies involved in prisoner rehibilitation and custodial care.

d. Character guidance instruction is a part of the training schedule in the confinement facility. The regular character guidance instruction is used but the chaplain must adapt the material to the particular situation in order to help the prisoners to improve themselves.

e. In addition to regularly scheduled worship services and character guidance instruction, the confinement facility chaplain should provide a full ministry, to include counseling, religious education, and discussion groups.

Section III. HOSPITAL

6–10. General

The hospital chaplain is guided by the provisions of FM 8–5 and FM 8–10 which treat the types and organizations of hospitals, and by DA Pamphlet 16–61 which explains the chaplain ministry to patients. The religious program includes all patients in the hospital, assigned personnel, their dependents, and authorized civilians. The staff chaplain of a Class II general hospital or hospital center has supervisory and management responsibilities similar to those of the installation chaplain described in chapter 5.

6–11. Patient Care

a. The primary mission of the hospital chaplain and his staff is the care of the patient. The hospital chaplain is also responsible for a complete parish-type program for the personnel enumerated in the paragraph above.

b. To accomplish his primary mission, the hospital chaplain establishes a routine of visits. The supervisory chaplain insures that all patients are visited regularly.

c. Religious ministrations are accomplished in coordination with the medical routine of the hospital wards. Every precaution will be taken to be certain that the ministry is in no way offensive to others.

d. A detailed standing operating procedure is especially important to insure that all religious aspects of patient care receive proper attention. Frequent review or revision of the SOP is necessary.

e. The religious program utilizes local facilities in those hospitals which have no chapel as such. Religious services are scheduled when they will cause least interference with ward routines. When intercom systems, hospital ra-

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dio stations, or other communication media are used for religious services, schedules are coordinated with other hospital activities for the mutual benefit of all.

f. Duty rosters are published and rigidly adhered to in order to provide hospital chaplain coverage for patients of all faiths at all times of the day and night.

g. Coordination is maintained with other agencies such as the admission and disposition office, the registrar, social work clinic, special services, and American Red Cross in order to avoid duplication of effort and consequent confusion to those being assisted.

h. When a death occurs, the hospital chaplain pays particular attention to the next of kin. Such ministrations by the chaplain at this time are normally gratefully received.

i. A chaplain report is filed with the hospital chaplain office upon completion of a tour of hospital chaplain duty.

6–12. General Guidance

a. The current concept of medical treatment is that the whole man is treated. The chaplain, in consequence, is a member of the healing team along with the medical and nursing personnel. Extreme care is exercised to insure that this role remains inviolate. Chaplains who realize and respect the limitations of their role may expect a similar response from the other members of the healing team. The closest working relationship must prevail in order that the healing team accomplish its work successfully. No confusion of roles must ever exist. The chaplain never attempts to answer any questions of a medical nature either for the patient or for his relatives but rather refers them to the physician in charge or to the registrar of the hospital.

b. Good community relations and frequent liaison with civilian clergy are highly advisable. Denominational requirements of hospital patients can be met by requesting the services of nearby chaplains or civilian clergy.

c. The hospital chaplain coordinates regularly with unit chaplains regarding men of their unit who are in the hospital.

d. Detailed planning is required by the hospital chaplain to prepare for adequate and timely chaplain ministrations to victims of mass casualty situations. Specific procedures are incorporated into the hospital SOP for notification of chaplains and for securing additional chaplain assistance for sources outside the hospital.

e. Religious literature is an important asset in the treatment of the total man. Considerable screening is necessary to insure that only those items of religious literature not offensive to other groups be permitted on the hospital literature racks. Good literature can contribute much to the spiritual and physical welfare of the patient.

f. Personal study can assist the hospital chaplain in his ministry to the sick. The chaplain is encouraged to use his own time to study subjects, such as medical ethics, psychosomatics, psychiatry, and pastoral counseling of the sick. The office of the Surgeon General offers reliable guidance to assist the chaplain in this field and to protect him from quackery. DA Pamphlet 16–61 lists a large bibliography which offers a broad selection of reading material of interest to the hospital chaplain. Specialized clinical training is desirable for chaplains assigned to the hospital ministry.

6–13. Combat Casualties

a. The principles of pastoral care for casualties in combat are the same as for patients in a hospital. The chaplain knows what he can and cannot do to aid the physical comfort of the patient. His primary concern is the reassurance and spiritual strength he may bring to the man in pain.

b. To assist the chaplain in the hospital, the chaplain at the battalion aid stations, or the clearing station indicates the ministry he performed by checking the appropriate box and entering his signature on the reverse side of the U.S. Field Medical Card (DD Form 1380).

Section IV. TRAINING CENTER

6–14. General

A training center introduces the soldier to the Army. It is here that the soldier makes his first major adjustments to military life

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and receives his basic military training. During his basic training, the trainee develops impressions, attitudes, and habits which will largely influence his military career. The initial chaplain orientation to recruits is of great importance. The new man rapidly develops attitudes of mind which can make or break him in military service. Religious motivation of the soldier is conducive to successful accomplishment of his military service. The training center chaplain through his religious program develops and contributes to the religious habits and practices of the soldier.

6–15. Chaplain Authorizations

A training center is established by a table of distribution and allowances. Chaplains are authorized according to the personnel strength and training requirements of the center. The senior chaplain is usually designated the training center chaplain. Other chaplains are attached or assigned for duty to the separate training units of the center.

6–16. Relationships

The chaplain in a training center is guided by the command relationship existing between the center and the installation. If one commander commands both and his staff has a joint responsibility, the senior chaplain may be both installation and training center chaplain. The installation provides support for the training center. The chaplain obtains his support through the usual command and technical channels.

6–17. Responsibilities

The chaplain at a training center is zealous to make his full contribution to the moral and spiritual development of the trainee.

a. In the orientation program the chaplain outlines the religious program at the center, encourages the men to participate in it, and assures them of his willingness to assist them in making this a most profitable time in their lives.

b. Following the orientation, the chaplain is given opportunities for group interviews with the new soldiers. At this time, the chaplain requests each man to fill out a prepared file card to include such information as name, next of kin, home address, date and place of birth, unit, religious affiliation, education, vocation, talents, pastor's name, marital status, leadership experience, and a space in which a personal interview with the chaplain may be requested. The chaplain of the trainee's faith receives this card and may follow it up by personal contact and a letter to next of kin or pastor.

c. Character guidance instruction is prescribed for all basic trainees. The chaplain is well prepared and presents his material effectively. The chaplain instruction in character guidance should be a high point in the training program.

d. The training center chaplain may assist in the selection of potential chaplains enlisted assistants. They will be trained in accordance with policies and procedures directed by the Chief of Chaplains and the USCONARC chaplain.

e. Unit chaplains make frequent visits to training areas and should participate in some of the training. A weekday religious service conducted for the trainees in the field is recommended at least once during each training cycle.

6–18. Office Hours

The training cycle is perhaps the busiest and most completely occupied time in a soldier's life. It is inevitable that the chaplain in a training center will be busy. However, it is important that he schedule regular office periods during off-duty time, such as evenings during the week, when the trainee may come to him for guidance, instruction, and assistance.

6–19. Counseling the Trainee

The chaplain in a training center strives continually to improve himself as a counselor. During the basic training period, many problems arise which a trained and skilled counselor can solve. The training center chaplain continues his professional education in the fields of psychology and counseling in order to equip himself to offer the best possible help to the trainee.

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6–20. The Conscientious Objector

There are very few conscientious objectors in the armed forces. They do, however, present an unusual and continuing problem area to the training center chaplain. The chaplain has a responsibility to the man and to the military service; he can be of real service to both. The chaplain should be familiar with AR 635–20 and AR 600–200 which deal with conscientious objectors.

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PART THREE
CHAPLAINS IN THEATERS OF OPERATIONS

CHAPTER 7
COMBAT ZONE CHAPLAINS
Section I. GENERAL

7–1. Organization

a. A significant portion of the material covered in this chapter is also applicable to a COMMZ chaplain. Not infrequently the COMMZ chaplain may find himself either in the combat zone with a service support unit or confronted with combat situations in the COMMZ. Thus the chaplain in a theater of operations, regardless of his location or unit, should consider part three of this manual as a single entity.

b. A theater of operations normally is divided into a combat zone and a communications zone. The combat zone is that part of a theater of operations that combat troops require for the conduct of ground combat operations and their immediate combat service support. Initially a theater of operations may consist of the combat zone only, with support provided directly from the zone of interior. Depth of the combat zone depends on the forces involved, the nature of planned operations, the character of the lines of communication, the terrain, and enemy capabilities.

c. The combat zone normally is divided into field army service areas, corps, and division areas. The field army rear boundary is normally the rear boundary of the combat zone. The area between the corps rear boundaries and the field army rear boundary is the field army service area. The territory between the division rear boundaries and the corps rear boundary is the corps rear area. Corps and field army combat support units and forward field army combat service support units are normally located here. The area between the division rear boundary and its major combat unit areas is the division rear area. The division support command is located here, and some of the forward combat support units of corps operate in this area, *i.e.*, corps artillery and engineers. Each area is under control of the commander of the organization to which it pertains. In a large theater of operations an army group may be organized by the theater commander in the combat zone to direct the operations of two or more field armies.

d. Chaplains are assigned to combat, combat support, and combat service support elements operating in the entire combat zone. Normally they are authorized in the tables of organization of headquarters and headquarters companies or detachments of elements of appropriate size at all echelons from field army headquarters down to division brigades and separate battalions. The army chaplain is the senior chaplain in the field army and receives supervision directly from the theater army chaplain. Within the field army, staff chaplains at corps, divisions, groups, and brigades exercise supervision over chaplains assigned to subordinate units. All chaplains are members of the staffs of their respective units and are responsible to their commanders for the fulfillment of both professional and staff functions as outlined in AR 165–20. They maintain direct technical liaison with the staff chaplains at the next higher headquarters in the chain of command.

7–2. Chaplain Support

a. General.

(1) *The chaplain is a noncombatant.* He should not bear arms, he is not required to bear arms. He is protected by the provisions of the Geneva Con-

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vention in this role. This nation has, nevertheless, expected that chaplains accompany their troops into combat. Any violation of his noncombatant status by a chaplain may carry harmful professional ramifications. Further, such action is detrimental to the status of all other noncombatants and reflects discredit upon the chaplaincy.

(2) *Code of Conduct.* The objectives of the Code of Conduct are to develop and maintain in the fighting man the moral and spiritual traits that will cause him to fight the enemy and, if necessary, to give his life for his God and his country. Even if a prisoner of war, he must resist with every weapon at his disposal: physical, mental, psychological, and emotional; and he must never lose faith in God and the United States of America. The religious and moral program of the chaplain provides a foundation on which the Code of Conduct can be implemented. A clear abiding faith in God and strong spiritual and moral convictions provide the soldier with a purpose in life and the motivation to serve faithfully his home, his God, and his country whether in combat or in captivity. The chaplain supplements and reinforces command instruction of troops in the Code by his spiritual and moral leadership and his personal presence during combat and combat training (AR 350–30 and DA Pam 360–522).

b. Chemical and Biological Operations, and Nuclear Warfare. Wide dispersion, greater maneuverability, increased vulnerability, and an accelerated tempo of operations are factors which affect the organization for combat. Combat forces will tend to operate semi-independently under mission-type orders with direct support type fire units normally attached. Where nuclear weapons are employed, sudden, severe personnel losses must be anticipated at all echelons. These losses may be of such extent as to cause combat effectiveness to be temporarily destroyed. Army forces must be trained and indoctrinated in rapid reorganization and in the treatment of mass casualties with minimal professional medical assistance (FM 100–5). Such may be the operational environment of the chaplain in the combat zone under conditions of chemical and biological operations, and nuclear warfare. Individual chaplains must maintain continual communication with their headquarters. Careful staff planning must be performed by staff chaplains at all levels to coordinate and supervise chaplains efforts and mobility for rapid reaction to emergency demands for chaplain support and for adequate denominational and area religious coverage to dispersed, isolated units. More than ever, the chaplain must function as a part of the commander's team and, by staff coordination, integrate the chaplain support functions into the operations of his organization.

c. Religious Activities.

(1) *Frequent religious services.* Frequent religious services are required in the combat zone. Chaplains should recognize that the field is the normal environment for religious services both in training and in combat. Because the troops cannot come to a chapel, the chaplain must go to them, wherever they are. To the soldier in the front line, religion is extremely important. He looks forward to the chaplain's visits and the opportunity to pray, to partake of the sacraments, and to talk about his faith with someone who can assure him of Divine love, forgiveness, and comfort. In addition to the ministration of worship services, rites, and sacraments, religious study classes should be conducted. Correspondence-type courses should be encouraged. When feasible, religious movies and film strips may be shown. Religious literature may be distributed. Although regular schedules are not normally possible, a long-range coordinated plan of religious coverage should utilize periods when troops are available, regardless of the day or hour. The religious program should be planned to meet not only the soldiers' needs during combat, but also to prepare him to meet life's problems and opportunities in the

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years ahead. Chaplains should select, train, and organize lay leaders to assist them in providing a total coverage, particularly among those denominations whose chaplains or clergy are not available.

(2) *Pastoral care.* Continuous, person-to-person visits, spiritual care of the wounded, counseling, sharing of privation, and spiritual support in the hour of need make the chaplain a symbol of the concern of both God and the nation for the soldier under stress of combat.

d. Staff Functions. The chaplain is on the special staff of his commander. He provides the commander and staff with advice, information, and plans on matters pertaining to religion, and morals, and morale as affected by religion. In addition to planning and coordinating the religious activities, the following staff functions are of particular significance in the combat zone:

(1) *Character guidance instruction.* Combat conditions generally preclude a formal program of character guidance instruction, but the need is even more urgent. False ideas on relaxation and recreation in a combat zone generate subtle temptation for men to accept lower moral standards than were characteristic of their normal social and religious backgrounds. Likewise, the stress and violence of combat leaves men physically, emotionally, and spiritually exhausted. In these circumstances, the chaplain can advise his commander and assist the staff by planning and leading group discussions in the positive aspects of moral courage, the spirit of sacrifice, sense of duty and integrity. During his daily contacts, counseling, and visits to small groups, the chaplain must, by his own pastoral example and spiritual ministry, buttress the qualities of the character which success in combat demands.

(2) *Civilian religious relations.* A major concern of the combat commander is the welfare and the attitude of the civilian population. A principal staff officer at appropriate headquarters is the civil affairs officer who advises the commander in this area and who plans and recommends command civil affairs policies and operations. These operations, within the scope of United States foreign policy, are designed to reestablish and/or administer local government, alleviate human suffering, and assist the populace in the restoration of normal social and cultural functions. As a man of God, the chaplain cannot be indifferent to any human needs about him. He should consult with his supervisory chaplain and the civil affairs staff officer on ways in which he can be of assistance as a clergyman in the civil affairs program. The chaplain can establish liaison with local and refugee religious leaders and aid them in reestablishing their spiritual and welfare ministrations. He may be asked to lead drives for financial aid in some instances, or to organize movements for gift packages. An important function of the chaplain is in advising the civil affairs officer on the theological considerations of the traditions and practices of local religious cultures and the degree of sanctity accorded their shrines, temples, and religious symbols; adequate execution of this function requires that the chaplain, through individual study or otherwise, be well versed in such matters. He should encourage military personnel in respectful attitudes toward other faiths, sacred rites, and places of worship. When feasible, and in coordination with command policy, he may assist and participate in the religious activities of local religious organizations. In all of his relationships with the civilian community, the chaplain must exemplify the highest religious and democratic ideals of respect for human dignity, of fairness and consideration, of spiritual hope and confidence.

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(3) *Stability operations.* In stability operations, the role of the Army focuses on internal defense and internal development. This situation provides special responsibilities for the chaplain; it also provides greater opportunities for service. The liaison and rapport that the chaplain is able to effect with indigenous religious groups and leaders may be of inestimable value to the people and to the national interests of the United States. Certainly the command will depend heavily upon this aspect of the chaplain's work. The chaplain in this situation should be familiar with FM 31–21, FM 31–22, FM 41–10, and FM 100–20.

Section II. THE BATTALION CHAPLAIN

7–3. General

The battalion is normally the smallest unit to which a chaplain is assigned or attached. Chaplains are not assigned to divisional maneuver battalions, but they may be assigned to nondivisional combat, combat support, and combat service support battalions.

a. Chaplains may be assigned to a battalion which is directly subordinate to a larger force, normally a group. Examples are corps artillery and engineer battalions. Generally there is a staff and supervisory chaplain assigned to the group. Groups, however, are not fixed organizations, and battalions may be freely attached or detached from one group to another. In some instances, there may be no chaplain at group headquarters; the supervisory chaplain may then be the corps or even the army chaplain, as in corps signal and some combat service support battalions.

b. Chaplains may be assigned to a separate battalion. The separate battalion may be either a combat, combat support, or combat service support unit which operates independently in the field and normally is assigned directly to corps or army. In almost every instance, the supervisory chaplain for the separate battalion chaplain is the field army support command, corps or army chaplain.

7–4. Responsibilities

a. The battalion chaplain is the key to the religious program of the battalion. He must take the initiative in adapting his program to the changing needs and operations of his battalion. His general duties are described in part one and part two of this manual. The battalion chaplain is on the commander's staff and his primary responsibilities are to his battalion.

b. The location of the chaplain within the battalion during operations will depend on the type of unit and mission. Generally, in combat and combat support battalions, the chaplain is located in the vicinity of the company aid station, the battalion aid station or the evacuation point so that he can rapidly respond to the need for ministering to the wounded and dying. However, he must continue to serve the needs of the men who are carrying the battle who are not casualties. Normally, the combat service support battalion does not have an organic medical element but receives medical support from a medical clearing company which serves several units on an area basis. The chaplain should, with the concurrence of his commander, locate himself where he can best accomplish his mission. This may or may not be at the battalion headquarters.

c. The battalion chaplain is responsible for providing denominational coverage for his unit. This can be accomplished by coordination with chaplains of adjacent units. Denominational and area religious coverage, involving adjacent units should never be undertaken by the battalion chaplain without prior coordination with and the full support of his commander. In addition, the chaplain has the staff responsibility for providing and coordinating the denominational and area religious coverage plan for all units subordinate to the group or brigade. Chaplains assigned to a separate battalion should follow established corps or field army or field army support command chaplain policies and plans. They should keep their supervisory chaplain informed of their activities and problems of a professional or technical nature.

d. Troops of separate battalions are sometimes dispersed over wide areas and units

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separated from the parent organization. These conditions make difficult a consistent and continuous religious and pastoral ministry. It is sometimes necessary to provide religious services for scattered elements of the battalion by coordinating with a chaplain in the area of the separated elements. However, responsibility for all chaplain support, and specifically the pastoral and counseling functions, remains with the battalion chaplain.

Section III. THE BRIGADE CHAPLAIN

7–5. General

a. This section describes the responsibilities and relationships of chaplains assigned to division brigades and to separate combat brigades. Staff chaplains assigned to headquarters of combat support and combat service support brigades function much as division chaplains in their relationships with chaplains in subordinate elements.

b. Division brigades consist of a headquarters and headquarters company to which are attached for command and control a variable number and type of maneuver battalions. The brigade commander is a major subordinate commander of the infantry, armored, mechanized, airborne, or airmobile division. Chaplains are not assigned to division maneuver battalions; they are assigned to brigades. Brigades are responsible for providing chaplain support to subordinate battalions.

c. The senior chaplain is the brigade staff chaplain and the other chaplains are known as the assistant brigade chaplains. The assistant brigade chaplains may be considered as battalion chaplains inasmuch as normally they are located with the subordinate battalions of the brigade. The assistant brigade chaplains are supervised and operationally controlled by the brigade staff chaplain to the degree desired by the brigade commander.

d. The separate infantry, armored, mechanized, or airborne brigade consists of a brigade base to which are attached a variable number and type of maneuver battalions. Since the separate brigade is employed in independent operations, its base consists of its own organic combat support and combat service support units. Chaplains in the separate brigade are all assigned to the headquarters and headquarters company of the separate brigade. However, they function in much the same manner as the division brigade chaplains.

e. The maneuver battalions normally remain attached to the same brigade but, during combat operations, they may be detached and reattached to other brigades when the situation dictates. The normal employment of the battalion will be in the tailoring of its units with units of other battalions to form various type and size task forces and combat teams. This employment is also typical of the separate brigade maneuver battalions.

7–6. Employment

a. The brigade staff chaplain provides the staff functions of formulating plans required to insure a complete overall brigade religious coverage. He coordinates and supervises the activities of the assistant brigade chaplains and carries on a proportionate share of the religious coverage operations. Normally, he should be located at or near brigade headquarters in order to perform properly the staff functions, particularly of coordination and supervision of the denominational and area religious coverage. He is responsible for providing chaplain coverage at the brigade clearing station. He schedules the activities of the assistant brigade chaplains in accordance with approved plans, and maintains contact with them.

b. Normally the assistant brigade chaplains provide coverage to and are located with the same assigned or attached battalions. They provide professional advice to the commander and staff of the unit with which they are located. Habitual attachment to the same battalion enables the chaplain to fulfill the whole spectrum of pastoral functions. He will be able to achieve the identity and rapport with the unit which is so necessary to the successful accomplishment of the chaplain mission. During periods of training or noncombat, he will spiritually and morally prepare his men for the ordeals of the battlefield which put moral character to the supreme test. Once the battalion goes into combat, however, the chap-

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lain's "parish" may vanish as its unit "building blocks" become merged with comparable "building blocks" from other infantry, mechanized, and armor battalions into task forces and combat teams. If he has performed his ministry of preparation properly, when his men are ministered to by another chaplain in a combat situation, they will respond as fervently as they did in garrison, training, or noncombat periods. Brigade staff chaplains should insure that assistant brigade chaplains are trained to accept this situation. The rapid shifting of chaplains is just as necessary as is the rapid shifting, attaching, detaching, "marrying-up," and tailoring of the maneuver battalions. Chaplains are assigned to brigades instead of battalion to insure flexibility in providing denominational and area religious coverage during combat.

c. Chaplains in separate combat brigades are employed in much the same manner except that they have the additional coverage responsibility of support units of the brigade base.

7–7. Relationships

a. The division brigade staff chaplains receive supervision from the division chaplain and coordinate with him in the overall division chaplain coverage plan. The staff chaplain of the separate brigade normally receives supervision from the staff chaplain of the task force headquarters under which the brigade is operating. This may be the corps or field army or some type of joint or independent task force.

b. The battalion chaplains are supervised and operationally controlled by the brigade staff chaplain to the degree desired by the commander.

Section IV. THE DIVISION CHAPLAIN

7–8. Organization

a. The division is the basic army unit of the combined arms and services. It is tailored for the environment and the accomplishment of specific missions. It has both tactical and administrative functions. An army division may be characterized as either infantry, mechanized infantry, armored, airborne, or airmobile.

b. Major subordinate units where chaplains are located include the brigades, division artillery, support command, and engineer battalion. All divisions, regardless of type, have the same number of chaplains in the same subordinate units. The division chaplain section is assigned to the administration company but is normally located in the area of division headquarters main (FM 61–100).

7–9. Responsibilities

a. General.

(1) The division achieves flexibility through the tailoring of its components to meet tactical and strategic requirements and through its capability to vary its organization for combat. This flexibility of organization and operations imposes a critical responsibility on the division chaplain to keep abreast of the situation and to insure that chaplain services are available to all personnel assigned or attached to the division.

(2) The majority of the chaplains authorized the division are assigned to, and normally operate in, the subordinate units. Their collective efforts, however, are supervised and coordinated by the division chaplain to provide denominational and area religious coverage as required.

(3) Major responsibilities and duties of the division staff chaplain are described in FM 101–5.

b. Religious Coverage. The division chaplain has staff responsibility to provide religious coverage to units, assigned and attached to the division, that do not have assigned chaplains, and to the division clearing stations. He provides the planning and coordination necessary for rapid chaplain response to emergency or disaster areas. The division chaplain section carries on a proportionate share of the chaplain support program to troops and units in the area of the division headquarters. Through coordination with major subordinate unit staff chaplains, he makes provision for chaplain support to other division units, attached units and clearing stations operating in the area of these

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major subordinate units. The division chaplain furnishes and keeps current the chaplain portion of division contingency plans to provide for chaplain coverage under all emergency conditions. Under certain emergency conditions, and with the commander's consent, these plans may grant the division chaplain temporary operational control of division chaplain personnel. Routine policies and procedures must be coordinated with the division staff and incorporated into the division SOP. Changes to routine procedures must be included in administrative/operations orders.

c. Chaplain Personnel.

(1) *Chaplain assignments.* The division chaplain makes recommendations on the assignment of chaplains within the division. Proper denominational representation should be maintained throughout the division. Careful professional liaison is maintained with the field army chaplain and staff coordination with the division ACofS/G1 in this matter. The division chaplain arranges an orientation for newly assigned chaplains. He escorts newly assigned staff chaplains to their new commands and introduces them to their new commanders.

(2) *Chaplain administration.* The division chaplain reviews and analyzes all required religious and character guidance reports for his commander and prepares the division consolidated report for forwarding to higher headquarters. He takes necessary staff action to correct or to improve trends and deficiencies which are revealed in the reports. He works closely with the division AG in monitoring letters of condolence to insure high standards and adherence to theater policy.

(3) *Chaplain supervision.* The division chaplain should maintain close contact with unit chaplains. Young chaplains, particularly, need his mature guidance and supervision. Visits should be made frequently to subordinate chaplains in the field. Discussions with them and with their commanders, observation of their conduct, and evaluation of their work often indicate problem areas. These visits also furnish the division chaplain an opportunity to guide the young chaplains into ministries in keeping with the high standards of the army chaplaincy. He recommends recognition for outstanding chaplain performance and is concerned with the morale both of the chaplains and other members of the command.

d. Training. Division chaplain training conferences should be conducted regularly on professional matters. Chaplains need to be informed on current developments in their field and maintained in a constant state of readiness for performing their mission effectively under all combat conditions. Coordination with the corps chaplain is advisable here in order to utilize the chaplain training talents and resources of the entire corps. For character guidance instruction see paragraph 7–2*d*(1).

e. Logistics. The division chaplain will coordinate with the support command commander in determining the requirements for religious supplies and the method of distribution.

f. Prisoners of War and Civilian Internees. Since prisoners of war are rapidly evacuated to the rear, the division chaplain will have little responsibility for their spiritual welfare. He should, however, provide the army chaplain with information concerning any captured or detained chaplains and clergymen and take preliminary action to assist them in establishing their correct status (FM 19–40). He may furnish them with religious materials for ministering to their fellow prisoners and civilian internees when these items are available and authorized.

g. Civilian Religious Relations. See paragraph 7–2*d*(2).

7–10. Relationships

a. Field Army Chaplain. Normally the division chaplain receives supervision from the field army chaplain. However, depending on command policy, the corps chaplain may be given increasing staff responsibilities in the supervision of division chaplains. Although the division chaplain receives technical information and guidance from the army and corps chaplains, he is primarily responsible to his commander. He should consult with the com-

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mander and the division staff and secure approval on all technical matters prior to initiating any staff action affecting the division chaplain support program.

b. Corps Chaplain. There is an area of technical and tactical significance in which the division chaplain may receive supervision from the corps chaplain. However, when the corps is engaged in independent operations, the corps chaplain provides the same supervision as the army chaplain normally provides. For informal discussion of training and tactical problems related to chaplains, the division chaplain should seek the technical assistance and advice of the corps chaplain. Frequently the army chaplain requests the corps chaplain to represent him in order to effect a more complete and efficient technical supervision of chaplain activities in the army area. The division chaplain assists the corps chaplain in providing coverage for the MASH hospital supporting the division since the majority of patients are division casualties.

c. Unit Chaplains Within the Division. The division chaplain supervises and coordinates the activities of all chaplains assigned to the division through the senior chaplains at brigades, division artillery, and support command. He is the supervisor of these senior chaplains and the engineer battalion chaplain. He is the staff supervisor of the assistant division chaplain. Battalion chaplains in the brigades, division artillery, and the support command are supervised by the appropriate staff chaplain in the commands.

7–11. Special Requirements

a. General. The previous discussion is generally applicable to chaplains assigned to all types of divisions: infantry, mechanized infantry, armored, airborne, and airmobile. There are a number of significant differences, however, in the method of operation of these divisions which affect the responsibilities of their assigned chaplains.

b. Armored Division. Armored divisions are capable of covering extensive fronts, operating in dispersed formations, and making deep penetrations and wide envelopments into enemy territory. Their operations are characterized by speed, mobility, shock action, firepower, and the extensive use of radio communications. This method of operation places greater significance on prior planning for religious coverage, close coordination and continuous contact among the battalion chaplains and brigade staff chaplains, and reliance on well prepared contingency plans, SOP's, and admin/operations orders for command information regarding religious coverage.

c. Mechanized Infantry Division. Although not possessing the same overpowering shock action and firepower as the armored division, the mechanized infantry operates in a similar manner.

d. Airborne Division. Airborne divisions require air transport for airborne assault and air-landed operations. They are not capable of sustained combat without reinforcement and normally plan a link-up with other forces within five to seven days. The airborne soldier is tough and resourceful, and generally has a high degree of *esprit de corps* and loyalty to his unit. Chaplains assigned to airborne divisions should be parachute qualified, physically tough, and mentally alert and flexible. More than in any other unit, these chaplains learn the value of teamwork and preparation for all contingencies. Since they carry their basic loads of religious equipment and supplies with them, they must learn to provide effective religious coverage with a minimum of equipment. The division chaplain must anticipate and prepare for special problems encountered by unit chaplains in the marshaling area, in flight, and in the airhead. Some of these are, priorities and time of arrival of chaplains' vehicles and supplemental equipment, proper dispersal, and religious background and customs of the population in the vicinity of the airhead.

e. Airmobile Division. Airmobile divisions are capable of conducting operations in all types of terrain and are characterized by the ability to respond immediately and to maneuver rapidly over large areas. While problems of religious coverage are generally analogous to those of the airborne division, the airmobile division has some particular and important differences. The fact that the division is capable of recycling combat forces for immediate use in other areas by vertical entry and recovery of units into and from the battlefield places a premium on early planning for flexible religious coverage. The burden of detailed but flexible coverage planning falls to the division and

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brigade staff chaplains. The difficulty is compounded by limited transportation and load priorities that make a fixed schedule all but impossible.

Section V. THE CORPS CHAPLAIN

7–12. General

a. The corps is primarily a tactical unit of execution and maneuver, and normally is not in the logistical channel between divisions and field army. Corps employs a variable number of divisions, brigades, and combat support units. The corps commander normally influences combat service support only to the extent necessary to assist operations of the corps. However, when a corps is engaged in independent operations, it is reinforced by combat service support elements and then approaches the capabilities and characteristics of a small field army.

b. The mission of the corps chaplain varies with the mission of the corps. Normally the corps chaplain provides supervision for chaplains assigned to subordinate combat and combat support nondivisional units assigned or attached to the corps. However, when the corps is operating as an independent corps, the corps chaplain will also provide supervision for the division chaplains and chaplains with assigned combat service support units. He then has all the responsibilities, within command policy, normally performed by a field army chaplain.

7–13. Responsibilities

a. Chaplain Personnel. The corps chaplain recommends chaplain assignments for all corps nondivisional units. He also performs the same supervisory functions for these chaplains as the division chaplain does for division chaplains. The corps chaplain takes no direct personnel staff action with respect to division chaplains unless the tactical situation so dictates or the corps is operating as an independent corps. However, the corps chaplain may be requested by the field army chaplain to make informal recommendations on the denominational and area religious coverage aspects of chaplain assignments to divisions within the corps.

b. Religious Coverage.

(1) The corps chaplain is responsible for the religious coverage of all nondivisional units assigned or attached to corps. Where requested by the field army chaplain, he is responsible for coordinating denominational and area religious coverage of field army nondivisional units located and operating in the corps area.

(2) The corps chaplain recommends appriate chaplain coverage for those medical units operating in the corps area that do not have assigned chaplains. For those medical units that do have assigned chaplains, he arranges for denominational coverage. Since the division chaplain has primary interest in the patients being evacuated to the mobile army surgical hospital, the corps chaplain should coordinate with the division for assistance in the religious coverage of these hospitals.

(3) Depending on theater policy, Jewish chaplains are generally assigned to corps in order to provide Jewish area religious coverage to all units in the corps area, including the divisions. The corps chaplain should assist the Jewish chaplain in planning and coordinating his program in order to obtain maximum utilization of his time and efforts. When personnel status reports indicate a high enough percentage of Jewish personnel, the corps chaplain should take staff action to secure an additional Jewish chaplain.

c. Logistics. The corps chaplain recommends chaplain religious supply requirements and method of distribution for chaplains of corps units.

d. Training. Normally, the corps chaplain is responsible only for the training of chaplains assigned to corps units. The field army chaplain should increase his responsibilities in chaplain professional training requiring him to provide central planning, coordinating, and supervision of chaplain training in the corps area, to include divisional units. This training is similar to that described in paragraph 7–9*d*.

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e. Planning. The corps, being a tactical unit, is constantly engaged in the development of contingency plans. Since each contingency plan anticipates a different situation, and the size of the operating force varies with each plan, the corps chaplain must stay abreast of all plans and develop his own plan for chaplain operations in conjunction with other planners. He must insure that a sufficient number of chaplains are assigned to provide religious coverage for all major faiths. Similarly, supply needs must be anticipated in order to provide for those chaplains operating during implementation of contingency plans.

7–14. Relationships

a. The field army chaplain is the immediate supervisory chaplain of the corps chaplain. He may request the corps chaplain to assume increased supervisory responsibilities in the interest of more effective and responsive chaplain support. Such requests, however, should be staffed through command channels.

b. Normally the division chaplains receive supervision from the corps chaplain only in matters having professional and tactical implications, such as morale and combat support proficiency. As the senior chaplain in the corps area, however, the corps chaplain should informally offer his professional assistance in such matters as religious coverage, training conferences, and retreats.

c. When the corps is operating as an independent corps, the corps chaplain normally receives supervision from the staff chaplain of theater army or of the task force under which the corps is operating. At such time, the corps chaplain also provides supervision for all chaplains assigned or attached to corps units, including divisions.

Section VI. THE FIELD ARMY CHAPLAIN

7–15. General

a. The field army is the largest self-contained U. S. Army organization that has both tactical and combat service support functions. It consists of a headquarters, certain assigned troops, and a variable number of corps, divisions, combat support, and combat service support elements, depending upon its mission. In a small field army the corps echelon may be eliminated. The field army may be part of an army group for tactical control, or it may be directly under a theater army commander.

b. The field army chaplain is a member of the staff of the field army commander. The chaplain provides the army commander and staff with professional and technical advice; information and plans on the employment of chaplain personnel; and on all matters pertaining to religion, and morals, and morale as affected by religion. In addition, he provides staff direction, coordination, and supervision of the chaplain support operations in the field army. The field army chaplain is normally located with the army rear command post; however, his location may be at army main at the discretion of the commander.

7–16. Responsibilities

a. Chaplain Personnel.

(1) The field army chaplain maintains current troop lists and lists of actual or anticipated chaplain and chaplain enlisted assistant vacancies. He monitors chaplain and chaplain enlisted assistant replacement requisitions and makes recommendations on their assignments within the field army in order to maintain a proper distribution of chaplains and their enlisted assistants in respect to numbers and denomination. He arrranges for interviews and orientations for newly assigned chaplains.

(2) The field army chaplain is the senior supervisory chaplain in the field army. He may be requested by the ACofS/G1 to prepare recommendations for personnel action regarding chaplains and chaplain activities. He should recommend recognition for outstanding chaplain performance, review and analyze required religious and character guidance activities reports for areas of improvement or problems, and take the necessary staff action to correct deficiencies. Because of their primary interest, corps chaplains should be consulted informally by the army chaplain for professional information and advice in regard to

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chaplain assignments and personnel actions.

b. Religious Coverage.

(1) The field army chaplain has direct staff responsibility for planning, coordinating, and supervising denominational and area religious coverage within the army service area. For many of the combat service support units, this may involve coordination with appropriate technical staff officers in the field army headquarters who have operational control of the units. When appropriate, he coordinates also with the staff chaplain at field army support command. He plans and coordinates an overall field army religious coverage program through corps and division staff chaplains of other commands, such as army air defense brigade.

(2) The field army chaplain furnishes and keeps current the chaplain portion of field army contingency plans for all emergency and special conditions. Under certain emergency conditions, pre-designated unit chaplains may, with the commander's consent, be placed under temporary operational control of the field army chaplain. Routine policies and procedures should be staffed and incorporated into the field army SOP.

(3) The field army chaplain maintains coordination with the appropriate staff officers concerning the formation of tailored task forces from current field army resources. Chaplains must be attached to these tailored forces, when appropriate, to insure denominational and area religious coverage.

(4) The field army chaplain should also maintain an awareness of the religious coverage requirements of small scattered units and detachments.

c. Logistics. The field army chaplain provides estimates on the chaplain supply requirements and recommends policies, control, and priorities on distribution and issue. He monitors religious supply requisitions and provides technical advice to the army ACofS/G4 when required, in order to expedite regular religious supply movement, and the handling of seasonal or special items. The field army chaplain is involved in supply operations by exception only. He should maintain informal liaison with the TASCOM chaplain on the procurement of nonstandard items and items of local procurement, when appropriate.

d. The field army chaplain plans and implements professional training conferences for chaplains assigned to units in the army service area. In addition to providing instruction in accordance with theater army training directives, he insures that chaplains are trained in areas of specific field army policies and procedures. In addition, he monitors corps and division chaplain training conferences, suggesting training materials, areas for increased training emphasis and procedures, and insures an adequate, army-wide chaplain training program.

e. Field Supervision. The field army chaplain should plan his time and office organization so that he may schedule frequent visits to chaplains in the field. Consultations should be held with both chaplains and their commanders. Counseling may be necessary for individual chaplains on such matters as professional competency, chaplain operational methods, supply economy, morale, and physical fitness of chaplains. The supervisory chaplain may offer guidance and assistance to subordinate unit commanders in such areas as attitudes and recommendations with regard to chaplains and their activities, command support of the religious program, moral and character guidance problems. The field army chaplain should provide appropriate information to intermediate staff chaplains concerning all visits to their subordinate units/chaplains. Supervisory chaplains should always be alert toward actual or potential problems, and should exhibit a genuinely helpful attitude in arriving at proper solutions.

f. Prisoners of War and Civilian Internees. The field army establishes detention facilities to which prisoners of war are evacuated from divisions for interrogation and temporary detention pending evacuation to facilities in the COMMZ. Civilian internees are segregated from prisoners of war as soon as practicable after capture. Specific responsibilities of the army for prisoners of war and civilian intern-

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ees include religious care. The field army chaplain plans, coordinates, and supervises appropriate religious ministrations. Since language and religious differences as well as unit operational requirements may preclude the use of U.S. Army chaplains, the field army chaplain should seek assistance through the use of captured chaplains or clergymen and local civilian clergymen. The field army chaplain maintains liaison with the staff provost marshal in order to be kept informed of the capture or internment of such personnel. He may then take steps to establish or modify their status and inform the theater army chaplain of their probable availability upon further evacuation to the COMMZ facilities. Security checks should be made of any civilian clergyman expected to minister to PWs and civilian internees. Ecclesiastical supplies may be provided as required and authorized.

g. Civil Affairs. The interest of the field army chaplain in civil affairs is found in paragraph 7–2*d*(2). In addition, he may recommend field army policies and procedures for regulating the degree and priority of participation in the activities of civilian religious and welfare organizations by unit chaplains. When practicable, he may recommend the employment of military chaplain equipment and supplies in support of religious ministrations to civilian refugees, displaced persons, and local populations. He should maintain close contact with the field army civil affairs staff officer in order to provide pertinent advice on indigenous religions as they affect the mission of the command. He maintains professional liaison with their chaplains and provides facilities and religious supplies as authorized to enable them to satisfy the religious obligations required by their ecclesiastical authorities.

h. Public Relations. Coordination between the field army chaplain and information officer is important. For details see paragraph 3–16.

i. Psychological Warfare. The field army chaplain should be prepared to advise the appropriate staff officers of the impact of comparative religions on psychological warfare operations. The chaplain may also be consulted for advice and assistance in the consolidated psychological operations program for the civilian population. He establishes and maintains liaison with indigenous churches, civilian religious organizations, and other organizations of a religious nature that can assist in promoting stability in the area (FM 31–15). In the consolidated psychological operations program for the civilian population, the chaplain maintains liaison with both the psychological operations and the civil affairs staff officers.

7–17. Relationships

a. The theater army chaplain exercises supervision over the field army chaplain. The field army chaplain receives and implements theater army policies and guidance on matters concerning chaplain personnel, chaplain training and operations. The theater army chaplain also provides the staff planning, coordinating, and implementing of such theater-wide support operations as the religious retreat house.

b. The field army chaplain maintains technical liaison with the TASCOM chaplain on matters of religious supplies, particularly special and seasonal items which are not handled in the normal supply pattern. The field army chaplain coordinates with the TASCOM chaplain on religious coverage of TASCOM units operating in the field army area and of field army units training or in reserve in the TASCOM area. When the field army rear boundary is moved forward, TASCOM assumes responsibility for the field army temporary cemeteries and the TASCOM chaplain then becomes responsible for providing religious burial services in those cemeteries.

c. The field army chaplain supervises the corps, division, and FASCOM chaplains. Except in technical and tactical matters which are the specific responsibility of the corps chaplain, the division chaplain normally receives supervision directly from the field army chaplain. The field army chaplain may, however, under certain tactical situations request the corps chaplain to represent him in the supervision of division chaplains.

d. The field army chaplain also exercises supervision over staff chaplains assigned to field army units which are not attached to a corps, division, or FASCOM, such as the air defense brigade, field army engineer, signal, and artillery groups; military police, and chemical battalion. Chaplains of combat and combat support elements not further attached to corps or

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divisions receive supervision from the field army chaplain.

e. The field army chaplain may also, under some tactical situations, maintain liaison with the comparable staff chaplains of naval and air force commands. Small elements of these services without assigned chaplains may be operating in the field army area and require religious coverage. An example may be air force weather detachments.

7–18. Staff Chaplain, FASCOM

The Field Army Support Command (FASCOM) provides, within assigned responsibilities, combat service support to a field army (or other supported forces). It is also responsible for rear area security and area damage control for the field army service area. The staff chaplain provides staff planning, coordination, and professional training for all chaplains and the religious program of the command; he provides chaplain operational support to the headquarters and to attached subordinate elements without assigned chaplains.

a. Organization.

(1) *Assignment.* The chaplain staff element is organic to Headquarters and Special Troops, FASCOM, as a division of the personnel and administration staff section, office of the ACofS, Personnel.

(2) *Organization.* The chaplain division has both staff and operational roles. It furnishes the headquarters with the capability for chaplain professional supervisory and administrative functions. It is not involved in the mission functions of the headquarters or its operating elements.

(3) *Staff relationships.*

(*a*) *To subordinate chaplains.* The staff chaplain exercises direct control over the personnel in the chaplain division of the office of the ACofS, Personnel. He exercises no control over chaplains assigned to subordinate elements of the command. Supervision, staff coordination, and professional assistance in the areas of religious programs, ecclesiastical supply requirements, denominational coverage and professional training are provided through command channels for all subordinate staff and unit chaplains.

(*b*) *ACofS, Personnel.* The chaplain division functions as an integral unit under the direct supervision of the ACofS, Personnel, and is not fragmented nor integrated into any other staff section. However, the staff chaplain is responsible for the entire religious program of the command and, therefore, there are certain limitations and unique differences in this relationship because of legal restrictions on the mission and functions of chaplains. The staff chaplain will assume all the staff responsibilities outlined for the chaplain in FM 101–5. He must have unrestricted access, including privileged communication, to the commander and all the rest of the staff in order to fulfill his role as pastor/confessor to the entire headquarters. In addition, details to which he may be assigned as a part of the office of the ACofS, Personnel, are restricted in accordance with AR 165–20.

Section VII. THE ARMY GROUP CHAPLAIN

7–19. Organization

The army group is employed, when required, as a major subordinate element of theater army. Normally such employment is necessary only in a large theater of operations where the land force structure comprises two or more field armies. It is primarily a tactical unit with limited combat service support responsibilities. The army group consists of a TDA headquarters and the headquarters units necessary for command and communication, plus the field armies, and, in some situations, independent corps and separate divisions.

7–20. Responsibilities and Relationships

a. Generally the staff responsibilities and

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relationships of the army group chaplain correspond to those of the corps chaplain. He may or may not exercise complete supervisory chaplain functions with respect to chaplains assigned to the subordinate field armies, depending upon the desires of the theater army chaplain and the tactical situation. It is normal for him to be called upon to exercise supervision over field army chaplains in matters having technical and tactical implications, such as morale and combat support proficiency and readiness. He does, however, exercise supervision over chaplains assigned to army group special troop units.

b. In a theater of operations in which U.S. Army units are a part of a joint or combined force, the army group will function under the operational direction of superior joint or combined land force headquarters. In addition, the U.S. Army group may contain allied units as subordinate elements. Unless theater directives define the staff relationships differently, the army group chaplain would continue to receive supervision from the theater army chaplain and maintain liaison and mutual cooperative relationships with staff chaplains of the other U.S. services and allied forces.

Section VIII. OTHER STAFF CHAPLAINS

7–21. Army Missile Command Chaplain

An army missile command is a mobile organization primarily designed to support U.S. and allied land forces. The missile command staff chaplain has supervision over other chaplains assigned to the command or to subordinate units. He normally receives supervision from the theater army chaplain, and maintains technical liaison with the TASCOM chaplain concerning ecclesiastical supplies.

7–22. Chaplain, Special Forces Group (Airborne)

a. Mission of Special Forces Group (Airborne):

(1) To plan and conduct stability operations in friendly countries in support of national policy.

(2) To plan and conduct unconventional warfare operations in areas not under friendly control.

(3) To establish a special forces operational base.

(4) To establish and operate concurrently as many as four subordinate or separate operational bases.

(5) To organize, equip, train, and direct indigenous forces in the conduct of stability operations and unconventional warfare.

b. Details for employment of Special Forces Group (Airborne) are contained in FM 31–20, FM 31–21, and FM 31–23.

c. The chaplain, special forces group (airborne), performs normal staff and operational functions of a chaplain as modified by the group mission and method of operation. The staff chaplain normally is located at the group headquarters, from where he visits special forces teams and detachments. He maintains liaison with staff chaplains of other theater forces and coordinates with them for area coverage of special forces elements when these elements are further attached or so widely dispersed as to preclude regularly scheduled visits by the group chaplains. The special forces group chaplain is area oriented toward the same specific geographic area as the group to which he is assigned, such as Central and South America or Eastern Europe, for example. He must be prepared to advise and assist the commander in the considerations of indigenous religions as they affect planning and training and conducting of stability operations, unconventional warfare and psychological operations.

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CHAPTER 8
COMMZ CHAPLAINS

8–1. General

a. The communications zone (COMMZ) embraces the area from the rear boundary of the field army to a line forward of or contiguous to the rear boundary of the theater of operations. In the TASTA–70 concept, the region occupied by the communications zone is regarded as essentially a time and distance void between the combat force and its sources of manpower and materiel replenishment. The support activities are dispersed laterally, as well as in depth, for passive defense and to take advantage of terrain and existing transportation nets, but their fundamental orientation is always perpendicular to the combat zone.

b. The COMMZ is organized into six separate commands under the Theater Army Support Command (TASCOM). Five of these (the personnel, supply and maintenance, engineer, transportation, and medical services) are the "mission" commands which directly support combat zone operations. To perform these missions, these commands echelon or align themselves along perpendicular axes joining the theater base and the combat zone. The sixth command, area support command, is established for control of subordinate units which furnish direct support to the COMMZ. These units primarily support the "mission" commands, and are organized and oriented along the perpendicular axes to conform to the needs of the "mission" commands. This TASCOM organization is tailorable to any size theater. In a small, functionally organized theater, combat service support groups may constitute the TASCOM subordinate commands. As the theater expands, the commands enlarge; and on a large land mass or in a theater such as the Pacific, the COMMZ may require division. However, the basic organization of the functional commands remains unchanged.

8–2. Staff Chaplain, TASCOM

a. Mission. To provide chaplain staff planning, coordination, and supervisory support and chaplain technical and professional training capability to the TASCOM; to provide chaplain operational support to the headquarters; and to provide a chaplain advisory staff for those theaterwide, general support religious activities delegated to HQ, TASCOM, by the theater army commander.

b. Organization. The chaplain division has both a staff and operational role. It furnishes the headquarters with the capability for chaplain professional supervisory and administrative functions. It is not involved in the mission functions of the command, except in the role of monitor and adviser for those operations which are related to chaplain support.

c. Staff Relationships.

(1) *To subordinate chaplains.* The staff chaplain exercises operational control over the personnel in the chaplain division of the office of the ACofS, Personnel. He exercises no control over staff or unit chaplains assigned to the mission commands of TASCOM. Supervision, staff coordination, and professional assistance in the areas of program, ecclesiastical supply requirements, denominational coverage and professional training is provided through command channels for all subordinate staff and unit chaplains.

(2) *To ACofS, Personnel.* The chaplain division functions as an integral unit under the direct supervision of the ACofS, Personnel, and is not frag-

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mented nor integrated into any other staff section. The staff chaplain is responsible for the entire religious program of the command and, therefore, there are certain limitations and unique differences in this relationship because of legal restrictions on the mission and functions of chaplains. The staff chaplain will assume all the staff responsibilities outlined for the chaplain in FM 101–5. He must have unrestricted access, including privileged communication, to the commander and all the rest of the staff in order to fulfill his role as pastor/confessor to the entire headquarters. In addition, details to which he may be assigned as a part of the ACofS, Personnel, staff section are restricted in accordance with AR 165–20.

8–3. Support Activities

a. There is one chaplain general support activity in the TASCOM. Included in the Personnel Command as a separate unit is the chaplain general support detachment which is provided to carry out theater-wide chaplain general support activities. Details of this unit are contained in paragraph 8–11.

b. Other staff chaplains at the mission command and area support command level, in addition to performing normal chaplain religious operations, provide the staff functions of coordination and professional assistance within their own commands. These staff chaplains receive supervision and professional guidance from the TASCOM staff chaplain, or from the theater army staff chaplain, when TASCOM headquarters is not utilized.

8–4. Personnel Command Chaplains (TASCOM)

a. Mission. Advise commanders and staffs on all matters pertaining to religion, morals, and morale as affected by religion. Operate the unit religious program. The staff chaplain at HQ, Personnel Command, has the additional mission of planning, coordinating, and technically supervising all chaplain activities (less the Chaplain General Support Detachment) performed by chaplains assigned to subordinate elements of the command.

b. Organization and Functions.

(1) Normally, chaplains are involved with a direct support service only; that is, they are assigned to a headquarters to provide religious support to that headquarters and its subordinate elements. Although the units the chaplains serve and to which they are assigned may be operating a general support mission, the chaplain is seldom involved with his organization's technical operations. His sole function is to provide religious support to his organization. In the Personnel Command, however, there is a major chaplain general support function. The general support mission of the Commanding General, Personnel Command, in support of the theater includes chaplain general support activities. This detachment is the only chaplain TOE unit in the command, reference paragraphs 8–3*a* and 8–11.

(2) Other chaplains, assigned to the HQ, Personnel Command, and to its subordinate units, provide the normal staff chaplain and direct support chaplain services to all elements of the command. Except for the Chaplain General Support Detachment, there is no chaplain organization in the command. Chaplains are assigned as organic personnel to the organizations they serve. The Chaplain General Support Detachment is a separate unit directly subordinate to the Commanding General, Personnel Command. Chaplains are normally assigned to the headquarters element as special staff officers and are responsible to their commander. The staff chaplain at a major headquarters, such as HQ, Personnel Command, is assigned to a G1/ACofS, Personnel, staff section as a chaplain staff officer.

c. Staff Chaplain, Personnel Command. This major command staff chaplain performs chaplain staff responsibilities as outlined in FM 101–5; he coordinates denominational and area religious coverage plans of the entire command with the overall, interlocking plan

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of the TASCOM; he provides professional assistance and training for chaplains of subordinate elements of the command; he operates a religious program for the headquarters element and adjacent units without assigned chaplains. The staff chaplain is responsible for insuring chaplain coverage for the many scattered smaller units and facilities of the personnel command which have no assigned chaplains. These are replacement regulating teams, special services detachments, personnel and administrative agency, and the postal company. He accomplishes this by coordination through command channels with chaplains of transportation terminal commands, and the area support groups. He also assists the chaplains of the chaplain general support detachment in fulfilling their personal ecclesiastical obligations by providing facilities and supplies.

8–5. Medical Command Chaplains (TASCOM)

a. Mission. The mission of chaplains assigned to medical units of the medical command is primarily to provide a religious ministry to the sick and wounded patients evacuated through these medical facilities. They also provide chaplain support for the medical personnel assigned to these units. Staff chaplains at command and group echelons have the additional mission of providing staff plans, advice, coordination and supervision of the chaplain support to the medical facilities.

b. Organization and Functions. Chaplains are assigned as organic personnel to the medical units they serve and are under the command of the medical unit commander.

c. HQ, Medical Command. The command staff chaplain advises the commander and staff on religious matters and the professional and denominational employment of chaplains assigned to subordinate medical units of the command. He provides staff planning, coordination, and technical supervision for all religious activities and religious coverage throughout the command. His major functions are:

(1) Performs staff responsibilities outlined in FM 101–5.

(2) Plans, coordinates, and supervises an overall denominational and area religious coverage plan for the medical facilities of the command. Coordinates with the area support command (ASCOM) chaplain to insure professional assistance, when required, and inclusion in the chaplain portion of the ASCOM rear area protection contingency plans.

(3) Develops plans, coordinates and furnishes chaplain procedures for emergency religious coverage conditions resulting from mass casualties, nuclear or natural disasters within the hospital facilities of the command.

(4) Advises the commander and staff on the professional and denominational employment of chaplains assigned to hospital units of the command.

(5) Plans, coordinates, and directs a continuing program of hospital related pastoral care training for chaplains assigned to the command.

8–6. Supply and Maintenance Command Chaplains (TASCOM)

a. Mission. Advise commanders and staffs on all matters pertaining to religion, morals and morale as affected by religion. Operate the unit religious program and provide chaplain support to all elements of the unit. The staff chaplain, HQ, Supply and Maintenance Command, has the additional mission of planning, coordinating, and supervising all chaplain activities performed by chaplains assigned to subordinate units of the command. He also monitors the ecclesiastical supply procedures and process, and advises the command on technical aspects, when required.

b. Organization and Functions.

(1) There is no chaplain organization in the command. Chaplains are assigned as organic personnel to the organization they serve.

(2) Unit chaplains are normally assigned to the headquarters element as special staff officers. The staff chaplain at a major headquarters such as HQ, Supply and Maintenance Command, is assigned to the G1/ACofS, Personnel, staff section as a chaplain staff officer.

(3) Following established procedures and theater army policies, the staff chap-

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lain, HQ, supply and maintenance command, has the responsibility of monitoring the processing of chaplain supply demands and flow of ecclesiastical supply items for theater army chaplains. He maintains close staff coordination with the ACofS Supply and certain supply activities such as the Inventory Control Center and the procurement teams in order to provide technical advice in the processing, procuring, and handling of chaplain ecclesiastical supplies, seasonal liturgical items and religious ceremonial foods. He is also the technical point of contact in the interface between the theater and CONUS (Office Chief of Chaplains and ICP's) pertaining to ecclesiastical supply items. He is, however, involved in the day-to-day chaplain supply operations by exception only. His responsibility pertains only to technical monitoring and advising.

8–7. Transportation Command Chaplains (TASCOM)

a. Mission. Advise commanders and staffs on all matters pertaining to religion, morals, and morale as affected by religion. Operate the unit religious program and provide chaplain support to all elements of the unit. The staff chaplain, HQ, Transportation Command, has the additional mission of planning, coordinating, and supervising all chaplain activities performed by chaplains assigned to subordinate units of the command.

b. Organization and Functions.

(1) There is no chaplain organization in the command. Chaplains are assigned as organic personnel to the organization they serve.

(2) Unit chaplains are normally assigned to the headquarters element as special staff officers and are responsible to their unit commander. Staff chaplains at HQ, transportation command and intermediate command levels have staff responsibility for coordinating and supervising the activities of all subordinate unit chaplains to provide the denominational and area religious coverage command wide.

(3) The staff chaplain, HQ, transportation command, performs the following functions:

(*a*) Provides professional advice, planning, coordination and technical supervision to insure a command-wide area and denominational religious coverage.

(*b*) Provides plans and recommendations for integrating chaplain support into appropriate command plans and operations such as contingency and area damage control plans, and tailored transportation support task forces.

(*c*) Provides complete chaplain support to the headquarters and to adjacent subordinate elements without assigned chaplain personnel. Assists subordinate group chaplains in providing denominational coverage.

(*d*) Maintains close liaison with the area support command civil affairs staff officer and may provide assistance and professional information on indigenous religions when required and appropriate.

(*e*) Maintains liaison with religious leaders of civilian religious groups in the area of the transportation command headquarters. Maintains an interest in similar liaison of subordinate unit chaplains. This liaison is within the limits and guidelines of theater civil affairs policies, and is performed in close coordination with the area support command civil affairs staff officer. It has to do with professional and ecclesiastical relations when desirable, as well as limited assistance and participation in mutually beneficial religious and charitable activities (AR 165–20). This liaison may be greatly restricted by theater civil affairs policy when the area is occupied enemy territory.

(*f*) Maintains close coordination with staff chaplains of other TASCOM mission commands and particularly

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with the staff chaplain of the area support command relative to mutual assistance and joint plans for denominational and area religious coverage.

(*g*) Performs other chaplain staff responsibilities as outlined in FM 101–5.

8–8. Engineer Command Chaplains (TASCOM)

a. Mission. The chaplains assigned to engineer units advise their commanders and staffs on all matters pertaining to religion, morals, and morale as affected by religion. They operate the unit religious program and provide complete chaplain support to all elements of the unit. The staff chaplain, HQ, Engineer Command (and to a similar but lesser degree, the staff chaplain at HQ, Engineer Group), has the additional mission of planning, coordinating, professionally assisting and supervising all chaplain activities performed by chaplains assigned to subordinate units of the command.

b. Organization and Functions.

(1) Chaplains are assigned as organic personnel to all engineer units of battalion size or larger. They are responsive to their own unit commander. They provide direct support to their unit and its subordinate elements, and area religious coverage as directed to adjacent engineer units without chaplain coverage.

(2) Unit chaplains are normally assigned to the headquarters element as special staff officers. They receive direction and supervision from the command/group staff chaplain as the case may be. The command chaplain, through command channels, coordinates a command-wide denominational and area religious coverage plan.

(3) The staff chaplain, HQ, engineer command, performs chaplain staff responsibilities as outlined in FM 101–5; he coordinates denominational and area religious coverage plans of all engineer command subordinate unit chaplains with the overall, interlocking plan of the TASCOM; he provides professional assistance and training for subordinate unit chaplains; he provides religious services for the command headquarters and adjacent engineer units without assigned chaplains; he assists subordinate unit chaplains in providing area religious coverage to their battalions when required. He maintains liaison with the TASCOM staff chaplain and with staff chaplains of the other TASCOM mission commands. He particularly coordinates with the staff chaplain area support command for mutual assistance in area and denominational religious coverage. He normally receives supervision from the TASCOM staff chaplain.

8–9. The Area Support Command

a. The Area Support Command (ASCOM) is a subordinate command of the TASCOM. It provides direct support services (less medical) to the TASCOM mission commands, to units passing through or located in the COMMZ, and to other forces, as directed. The ASCOM is also responsible for the planning, coordination and execution of rear area security and area damage control operations within the COMMZ. It accomplishes its mission through the control of assigned and attached subordinate units which are organized and oriented along the perpendicular axis in the COMMZ in order to provide post, camp and station support to TASCOM units and other units located in, or passing through the COMMZ.

b. The ASCOM consists of area support groups, a military police brigade, a civil affairs brigade, a personnel and administration battalion, and other detachments. The area support group is the principal housekeeping activity. Its assigned areas of responsibility are dependent upon densities of populations and materiel to be supported, as well as political boundaries and identifiable terrain features. The group's operational units are concentrated within the area.

c. Chaplains are assigned to the HQ, ASCOM, the area support group, the military police brigade, and the civil affairs brigade. Although the ASCOM chaplains do assist in providing religious services to units of the mis-

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sion commands located in or passing through the COMMZ, their principal mission, however, is direct support of the units of ASCOM itself, to which they are assigned. The ACofS, Personnel, coordinates the activities of the staff chaplain.

8–10. Responsibilities and Relationships

a. Chaplains assigned to elements of the area support command provide complete chaplain support to units and personnel of the organization to which they are assigned. Lodger and transient units are provided emergency coverage and limited religious services only, since normal chaplain support for these units is provided by their assigned chaplains.

b. The staff chaplain at HQ, ASCOM, plans, coordinates, and supervises the chaplain activities throughout the command. His responsibilities are analogous to those of the CONUS Army chaplain. He maintains close coordination with staff chaplains of TASCOM mission commands and other U.S. Army commands (*i.e.*, air defense units) whose units are operating in the ASCOM to insure an overall, interlocking denominational and area religious coverage. He may be responsible for an area distribution of ecclesiastical supplies and chaplain training conferences for all chaplains. He is responsible for providing chaplain plans for inclusion in the command area damage control and contingency plans as required. He also maintains liaison with staff chaplains of other U. S. Forces and Allied commands for mutual assistance and joint/combined religious operations.

c. The area support group chaplains function as installation chaplains in relation to lodger unit chaplains. They act as chaplain area coordinators to insure denominational and area religious coverage and uniform procedures for chaplain response to area damage control plans. When so directed, they may conduct religious interment services at TASCOM cemeteries and operate a religious retreat center. They also provide supervision for chaplains assigned to subordinate units of the area support group.

d. Chaplains with the MP brigade and the civil affairs brigade primarily support their own units and maintain operational coordination with the chaplains at HQ, ASCOM, or the support group, as appropriate. Chaplains assigned to the religious relations activities of the civil affairs brigade perform a specific civil affairs mission and are not involved in the chaplain activities (FM 41–10).

e. Unit chaplains normally are assigned to the headquarters element as special staff officers. The staff chaplain at a major headquarters, such as ASCOM, is assigned to the G1/ACofS, Personnel, staff section as a chaplain staff officer. Chaplains are also assigned as organic personnel. They are responsive to their own unit commander; however, the staff chaplain at major and intermediate echelons has the responsibility to coordinate the collective efforts of subordinate unit chaplains to insure the denominational and area religious coverage.

8–11. Theater Army Chaplain General Support Detachment (TOE 16–4)

a. The theater army chaplain general support detachment functions under the direct command of the personnel command. Policies and guidelines will be established at HQ, theater army, and transmitted to the detachment through HQ, personnel command. Technical liaison will be maintained with the theater army staff chaplain. The detachment will be collocated with the headquarters, personnel command, in order to eliminate most administrative and logistical support requirements normally accrued by a separate unit and to facilitate joint planning and coordination. It will be a mission-type activity of the personnel command.

b. The detachment establishes and operates the theater-wide general support chaplain activities as directed by and in accordance with theater army policies. Functions of the detachment include religious burial services; lay leadership program; religious education program; operation of religious retreat center (s); operation of devotional programs and dissemination of religious news and information through radio, TV and news media; planning and operation of professional and spiritual training programs to include a religious and cultural library; monitoring the assignment of chaplains within the theater and, based on theater policies, providing advice and recommendations on sensitive professional and de-

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nominational aspects of chaplain personnel assignments; making recommendations regarding format, and monitoring the sufficiency of reporting services throughout the theater pertaining to religion and chaplain activities for use by theater army headquarters and DA.

c. Detachment operational concepts follow:

(1) The theater chaplain general support detachment is responsible for carrying out theater-wide general support chaplain activities as outlined in the mission and functions statement. Chaplains assigned to this detachment are specialists in the fields of personnel administration, training, character guidance, religious education, comparative religions, and religious public relations.

(2) The detachment operates at the personnel command headquarters, so that close coordination and joint planning activities can be maintained with other elements of the command, such as, graves registration units, special services, and the public information activity. The personnel command supports the detachment administratively and logistically.

(3) Materials, such as character guidance information packets, are prepared at the detachment and transmitted through command channels for use by staff and unit chaplains at every level of each command. Materials, such as chaplain professional training packets, are prepared by the detachment and may be transmitted to user staff chaplains through technical channels. The detachment provides technical assistance to chaplains throughout TASCOM and field army by means of training conferences, which are conducted at the religious retreat center(s), or, when so dictated by the military situation, in the major command areas. The detachment serves as a source of supply for religious research sources for all chaplains in the theater.

(4) Religious retreats for troops and lay leadership training workshops are conducted in the religious retreat center(s) on a weekly schedule, based on approved quotas for field units. Retreat leaders and religious curricula are planned and scheduled by the detachment. Routine operation of the retreat center(s) is performed by chaplains organic to ASCOM with operational supervision provided by the detachment.

(5) Religious interment services in COMMZ cemeteries are planned, coordinated, and supervised by the detachment with assistance from ASCOM chaplains.

(6) Assignment of chaplains is monitored by the detachment to insure proper denominational spread throughout the theater.

d. Detachment organizational concept and capabilities are—

(1) The detachment is charged with mission of establishing and operating the theater-wide general support chaplain activities. It is capable of carrying out this mission and its resulting functions in support of an 8–12 division force consisting of a TASCOM and a field army or an independent corps of three divisions. When augmented by chaplain professional teams (TOE 29–500), the detachment can support a larger force than the 12-division force. The teams provide the additional chaplains required to man retreat centers located at more than one recreation center.

(2) The detachment is organized into an office of the director and two divisions —religious operations and religious information. The chaplain professional team (TOE 29–500) may be assigned to the religious plans and operations division at such time as mission requirements exceed its capabilities. It consists of a chaplain and an enlisted assistant. The chaplain assists principally in the operation of a religious retreat center. Personnel of this team are not included in the total strength of the chaplain general support detachment.

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8–12. Detachment Command Relationships (FM 29–6–1)

a. The detachment functions under the direct command of personnel command. Policies and guidelines are established by theater army headquarters, and transmitted through the personnel command headquarters. Technical liaison is maintained with the staff chaplain at the theater army headquarters.

b. Technical liaison and informal coordination is also maintained with staff chaplains of TASCOM and field army headquarters in planning stages of chaplain personnel assignments and theater-wide chaplain activities. Operations involving the major commands are performed with them through the personnel administrative center (PAC).

c. Staff coordination is maintained with the area support command headquarters in the support and operation of the religious retreat center(s), and in the provision of religious committal services for COMMZ cemeteries.

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CHAPTER 9
THE LARGER UNIT CHAPLAIN

Section I. THE THEATER ARMY CHAPLAIN

9–1. General

The term "theater army" generally is used to describe the senior U.S. Army echelon in a theater of operations. In its broadest sense, the term includes all U.S. Army individuals, units, detachments, teams, organizations, and installations assigned to a theater of operations. This section uses the term in its restricted sense, that is, the senior U.S. Army echelon. In this framework the theater army chaplain is a staff officer in the theater army headquarters.

9–2. Mission

The theater army's primary mission is to carry out the strategic plans and instructions of higher headquarters. Theater army headquarters is not assigned a combat operational mission. Its mission is essentially administrative and combat service support. This includes service support to other U.S. armed services and allies as may be directed by the Department of the Army and the unified commander. The theater army chaplain, as a staff officer, exercises supervision over the army chaplain program in the theater and provides services and support to other U.S. Armed Forces and Allies as may be directed.

9–3. Responsibilities

Generally, the theater army chaplain's responsibilities are analogous to those of the USCONARC chaplain. However, there are some important differences, as listed below. The command level of his assignment requires more concern with policy than operations.

a. Personnel. It is the responsibility of the theater army chaplain to assist the director of personnel in maintaining the chaplain strength in the theater. He must be familiar with the requisitioning principles and procedures outlined in AR 614–185 and DA Pam 20–211. In coordination with the director of operations, the theater army chaplain justifies the chaplain spaces requested in the Troop Basis (AR 310–41). He may receive from the Chief of Chaplains, through technical channels, data concerning the training, previous experience, and special aptitudes of chaplains being assigned to the theater. He encourages the personal reception of incoming chaplains by a brother chaplain.

b. Training. The theater army chaplain provides an orientation program for new chaplains arriving in the theater, with special training for those going into combat. He is responsible for policy and guidance in the establishment and conduct of professional training conferences and spiritual retreats. Periodically he publishes a chaplain information letter or bulletin.

c. Logistics. The supply responsibility of the theater army chaplain is executed through the TASCOM chaplain and the operations of the director of supply and maintenance. The theater army chaplain recommends guidance concerning local procurement of nonstandard items, priority of items in short supply, storage and salvage of chaplain items, and requisitioning and issuing procedures.

d. Chapels. The theater army chaplain, in coordination with the TASCOM chaplain, the director of supply and maintenance, the engineer, and the planning board, provides for chapel construction in the theater. He recommends policy concerning the use of civilian places of worship. The policy generally, except in emergencies, is to restrict the use of churches to religious functions and to the same major denomination to which it belongs.

e. Civil Affairs. The theater army chaplain

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9–4. Relationships

a. The Theater Army Commander. The theater army chaplain advises the theater army commander on all matters of chaplain interest including the status of chaplain personnel as related to all army units and installations in the theater. When assigned to the staff of the theater army commander, he performs all the normal staff duties and maintains all the normal staff relationships of a special staff officer of the headquarters.

b. The Chaplain General Support Detachment. The chaplain general support detachment is the essential element in the accomplishment of the mission of the theater army chaplain. Through the commander of the TASCOM and of the Personnel Command, the theater army chaplain coordinates closely and frequently with the director of the detachment. He furnishes staff supervision and guidance for the detachment in the implementation of the theater army religious program within its responsibilities and capabilities.

c. The Chief of Chaplains. The theater army chaplain is the point of contact with the Chief of Chaplains for the theater of operations. He deals directly with the Chief of Chaplains on all pertinent professional and technical matters. Close contact should be maintained and a continual flow of information should exist. The Chief of Chaplains is the immediate chaplain supervisor of the theater army chaplain.

d. Subordinate Chaplains. As a staff officer, the theater army chaplain exercises supervision over chaplain activity in all headquarters commanded by theater army. This normally includes field army chaplains, the TASCOM chaplain, and chaplains assigned to smaller units directly under theater army. Through them, he supervises all other army chaplains in the theater. He is careful to respect the prerogatives of intermediate commanders and staff chaplains in his relationships with unit chaplains.

e. Chaplains of Other Services. In a joint or unified command, there are senior chaplains of each service represented. The theater army chaplain should maintain close liaison with them and should seek and offer cooperation on all matters of common interest. Where there is a theater chaplain, the theater army chaplain must effect inter-service cooperation and unity of effort through the joint/unified command chaplain.
maintains liaison and coordinates with the staff civil affairs officer. He provides advice on the impact of theological considerations of indigenous religions on military operations, particularly the civil affairs operations.

f. Field Visits. The theater army chaplain makes periodic visits throughout the theater to confer with commanders and chaplains concerning the chaplain program, to hold group meetings with chaplains, and to participate in observances of interest to the command.

g. Welfare and Relief. The theater army chaplain occupies a natural position through which requests for relief and assistance may be channeled. Requests for aid from civilians are referred to the appropriate civil affairs staff officer. Requests for assistance for military personnel must be coordinated with the unit chaplain of the individual seeking assistance. Records must be kept of the receipt and disposition of relief packages, gifts and donations. The donor should receive prompt acknowledgment of the receipt and disposition of the gift.

Section II. THE JOINT/UNIFIED COMMAND CHAPLAIN

9–5. General

a. In view of present Department of Defense policies with respect to the establishment of unified commands, uni-service military action by U.S. Army forces is unlikely. U.S. Army operations in the theater of operations normally are under the control and direction of a unified commander. The broad responsibilities of unified and service component commanders and staff officers are found in JCS Pub 2 and 3. The requirement for professional supervision, coordination, guidance, and assistance for unified, sub-unified, and other joint staff chaplains may be met by the joint commander designating a joint staff chaplain from the dominant service component of the force. The designee may be the staff chaplain of a service component commander.

b. The mission and function statements for a joint command chaplain are designed pri-

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marily for the staff chaplain of a unified or sub-unified area type command. Minor modifications, particularly in operational activities, would make them acceptable for a functional type unified command chaplain or a joint task force chaplain. They are designed to be as inclusive as possible. Not every joint command staff chaplain would be expected to accomplish all of the missions and functions in paragraphs 9–6 and 9–7.

9–6. Missions

a. Provides professional advice for the commander and joint staff on religion in the command and on indigenous religions and coordinates all religious activities throughout the command.

b. Provides chaplain input for plans and orders, prepares joint command policy directives pertaining to religion and reviews policy of subordinate commands to determine adequacy of religious requirements.

c. Advises chiefs of indigenous military chaplaincies as required.

d. Represents the commander to the civilian religious community in country and in CONUS, and to the military leaders in DOD, other joint commands and the three military departments, in religious matters pertaining to the commands.

e. Makes recommendations on coordinated use of religious facilities, ecclesiastical supplies, and chaplain personnel within the command.

f. Supervises and inspects U.S. chaplain activities, and provides guidance and assistance for allied services chaplain activities, as required, throughout the command.

9–7. Functions

a. Advisory.

(1) Advises the commander and staff on religion, morale as affected by religion.

(2) Advises the commander and staff on the total religious program throughout the command.

(3) Advises on the impact of indigenous religions on U.S. military operations.

(4) Advises indigenous military chaplains.

(5) Advises on the role of religion in psychological warfare operations.

(6) Advises on religious aspects of civic action activities.

(7) Advises and assists allied force chaplains, as requested.

(8) Advises subordinate joint or component commanders as requested.

(9) Advises service component command staff chaplains on the unified commanders chaplain policies.

b. Administrative.

(1) Prepares command chaplain activity reports.

(2) Prepares command religious and character guidance activities reports.

(3) Prepares input for command historical activities reports.

(4) Prepares section SOP's.

(5) Provides input for command replies to questions of a religious nature.

(6) Prepares service component reports.

(7) Prepares denominational reports.

(8) Maintains records, statistics, and office files.

c. Coordination/Liaison. Coordinates and maintains liaison with—

(1) Members of the joint staff of which he is a member.

(2) Other joint staffs, higher, lateral, and subordinate.

(3) Chiefs of chaplains of the military departments.

(4) Appropriate service component command chaplains.

(5) CONUS civilian religious leaders and groups.

(6) Indigenous civilian religious leaders and groups.

(7) Indigenous military religious leaders and groups.

d. Supervision.

(1) Supervises personnel in joint chaplains office.

(2) Exercises professional supervision over chaplains assigned to subordinate commands, such as joint task forces and advisory groups.

(3) Supervises all other chaplains in theater through service component command chaplains.

(4) Supervises joint inter-service in-country religious retreat center(s).

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(5) Makes regular staff visits to subordinate elements of the command.
(6) Makes command inspections of chaplain activities in the command as directed.
(7) Provides guidance and assistance to allied chaplains with attached and assigned allied organizations.
(8) Assists chaplains with problems of an inter-service nature through conferences, monthly newsletters, command directives and regulations, and personal counseling.

e. Planning.
(1) Provides appropriate input or chaplain annexes to command plans and orders.
(2) Prepares special studies relative to command chaplain activities.
(3) Prepares plans for religious activities in the command.
(4) Prepares plans for overall area and denominational religious coverage and area religious coverage, to include appropriate recommendations on chaplain personnel requirements.
(5) Prepares plans for inter-service religious retreats, religious festival services and ceremonies, joint training conferences, and other joint meetings.
(6) Prepares itineraries and plans for official visits of both military and civilian religious leaders.
(7) Prepares or supervises preparation of schedules for daily devotional radio broadcasts.
(8) Prepares other plans, directives, and guidelines as directed or required.

f. Training.
(1) Conducts joint training conferences and meetings.
(2) Assists chaplains with inter-service problems.
(3) Conducts or coordinates professional training on indigenous religions as required.
(4) Prepares monthly inter-service chaplain newsletter.
(5) Provides chaplain portion of initial briefing to incoming personnel.
(6) Briefs and debriefs incoming and outgoing chaplains.
(7) Coordinates chaplain training for the theater character education program.

g. Pastoral.
(1) Provides a personal ministry to the joint commander and staff.
(2) Assists headquarters area post or base chaplains as required.
(3) Maintains personal ecclesiastical and denominational religious requirements.
(4) Provides a personal ministry to chaplains in theater, as required.
(5) Conducts religious services for and addresses civilian and indigenous religious groups.

h. Logistical.
(1) Recommends theater policy on chaplain ecclesiastical equipment and supplies.
(2) Coordinates or fixes responsibility for coordination of the reception and distribution of relief goods and monies for charitable purposes as related to religious institutions.
(3) Provides non-U.S. chaplains with ecclesiastical logistical support, as desired.
(4) Coordinates inter-service provision of auxiliary chaplains and in-country contracting and purchasing of ecclesiastical logistic supplies.

i. Other.
(1) Escorts civilian and military VIP's on official visits.
(2) Advises on civic action activities as they pertain to indigenous religious organizations.

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PART FOUR
DA AND MAJOR CONUS COMMAND CHAPLAINS

CHAPTER 10
THE UNITED STATES CONTINENTAL ARMY COMMAND CHAPLAIN

Section I. THE USCONARC STAFF CHAPLAIN

10–1. General

The responsibilities of the Commanding General, United States Continental Army Command (USCONARC), are set forth in AR 10–7. The USCONARC Chaplain is a member of the support staff under the direct supervision of the Chief of Staff. He is adviser to the Commanding General and his staff on matters pertaining to religion, morality, and chaplain activities within USCONARC.

10–2. Functions

The Command Chaplain—

a. Exercises supervision over major subordinate command chaplain activities through policy guidance, staff visits and inspections. Provides technical and professional assistance for chaplain functions at installations and activities under the jurisdiction of commands or agencies not authorized staff chaplains.

b. Reviews concepts of organization and advises on concepts of operations involving chaplains to insure proper distribution of chaplains and adequate religious coverage.

c. Supervises the training of chaplains of the active Army. In this capacity, he reviews training literature, such as field manuals, training circulars and programs, training films and pamphlets, plans for maneuvers, field and command post exercises and joint training exercises.

d. Supervises training of the U.S. Army Reserve and National Guard chaplains as individuals and as members of units. He advises on the scope of supplemental branch training.

e. Reviews basic and contingency plans and civil defense plans to insure adequate chaplain participation and integration of chaplain activities.

f. Supervises the character guidance program.

g. Establishes procedures and standards for the selection and training of chaplain enlisted assistants and monitors the assignment of E–1 through E–6 to—

(1) Insure proper distribution by major faith determination.

(2) Effect proper utilization of personnel with special qualifications.

(3) Maintain a career pattern.

h. Develops and prepares the Chaplain Activities portion of the USCONARC Operating Program and Budget and Program Review and Analysis.

i. Performs reports control activities pertaining to chaplain activities.

j. Advises on manpower control functions pertaining to chaplain activities.

k. Recommends priorities for chapel and chapel facilities construction. Supervises utilization, equipment, and maintenance of chapels and chapel facilities.

l. Reviews appropriate plans for unified commands to determine adequacy of chaplain support. Provides staff chaplain to USARSTRIKE. Develops and monitors chaplain aspects of USARSTRIKE plans.

m. Represents the commander in the religious community.

n. Plans for the fulfillment of religious ob-

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ligations established by ecclesiastical authorities to insure maintenance of denominational affiliation. This is the personal responsibility of each chaplain.

Section II. THE U.S. ARMY CHAPLAIN SCHOOL

10–3. General

a. The U.S. Army Chaplain School is a Class I activity under the Commanding General, USCONARC, and has responsibility for resident and nonresident instruction and training of all chaplains.

b. Policy guidance for branch training is provided by the Chief of Chaplains.

10–4. The Administration of the School

a. The Commandant exercises operational control and supervision over all personnel and activities of the school.

b. The Deputy Commandant is also the Director of Instruction. In the absence of the Commandant, he becomes the Acting Commandant. As Director of Instruction, he is charged with supervision of the resident and nonresident academic program.

c. The Director of Administration and Management provides advice and assistance to the Commandant on matters pertaining to administration, management, and logistical functions of the school. The supply officer assists in budget, fiscal, supply, and maintenance functions for the school.

d. The Adjutant provides advice and assistance to the Director of Administration and Management in adjutant general activities. The adjutant also supervises the reproduction of instructional support material. He supervises the actions of the personnel officer in matters concerning personnel records and administration.

10–5. Instructional Departments

a. Resident Instruction Department.

(1) The resident instruction department is responsible for resident instruction. The director of this department exercises operational control and supervision of the students. The department also supports the nonresident department in the preparation of instructional material.

(2) The resident instruction department has three subordinate divisions: academic instruction, academic operations, and enlisted training. The academic instruction division is responsible for common and branch subjects instruction. The academic operations division schedules instruction, provides classroom, clerical, and typing support, and produces graphic training aids and reference material for resident department instruction, and administers the testing and grading program. The enlisted training division is responsible for an advanced individual training course for enlisted personnel who are to become chaplain assistants.

b. Nonresident Instruction Department.

(1) The nonresident instruction department is responsible for all instruction through extension courses, USAR schools, and supplemental branch training for chaplains and their enlisted assistants.

(2) The nonresident instruction department has three subordinate divisions: USAR school, supplemental branch training, and extension course. The USAR school division prepares all branch instructional materials for the annual active duty training (ANACDUTRA) phases and prepares the character guidance instructional packet for the reserve duty training phase. The supplemental branch training division provides instructional materials for chaplain branch officer and chaplain enlisted assistant training during ANACDUTRA and reserve duty training assemblies. The extension course division offers courses by correspondence for both chaplains and chaplain assistants.

c. Detailed information concerning the school, courses, prerequisites, and requirements may be obtained by writing the Commandant, U.S. Army Chaplain School, Fort Hamilton, New York 11252.

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Section III. THE CONUS ARMY CHAPLAIN

10–6. Authorization and Assignment

The personnel strength of each of the CONUS army headquarters is established by a table of distribution and allowances. Each CONUS army chaplain will organize the chaplain section and assign duties to each member of the section to achieve the most effective accomplishment of his mission.

10–7. Personnel

Each CONUS army chaplain effects required coordination with appropriate staff officers on all matters pertaining to chaplain personnel. He may confer with the Chief of Chaplains through technical channels on the chaplain problems in the army area. However, he informs the army personnel officer and directs through channels all matters concerning policy or situations involving command action. In addition, he—

a. Maintains current rosters of all active duty, reserve, and National Guard chaplains in the CONUS army area.

b. Monitors TD authorizations and manning levels.

c. Maintains current roster of all staff specialists (divinity students).

d. Monitors assignment of enlisted chaplain assistants and maintains current rosters.

10–8. Training

The CONUS army chaplain directs and supervises a continuing program of professional training for all chaplains, active duty and reserve components, and for chaplains' enlisted assistants. This training program must follow training directives and guidelines provided by USCONARC.

a. For career army chaplains and all other chaplains on extended active duty, the CONUS army chaplain should plan to—

(1) Conduct one or more chaplain training conferences a year for supervisory chaplains within the CONUS army area. Plans to secure necessary funds must be made well in advance of scheduling the conference.

(2) Initiate and supervise on-the-job training for chaplains at unit and installation level. Such training involves—

(*a*) Personal conferences with installation and division chaplains.

(*b*) Personal observation and supervision of unit chaplains by their immediate supervisory chaplains.

(*c*) Rotation of assigned duties among chaplains at installation level.

(*d*) Prescribed reading of pertinent regulations.

(*e*) Chaplain training conferences at installation and division level.

(3) Support the U.S. Army Chaplain School training program by disseminating information to all chaplains within the CONUS army concerning dates and types of resident and nonresident courses being conducted by the U.S. Army Chaplain School and qualifications and methods of selection of students for enrollment.

(4) Support a policy requiring all chaplains at training centers and in training divisions to attend the instructors course (methods of instruction) given for officers at their station.

b. For Reserve component chaplains, the CONUS army chaplain will—

(1) Actively cooperate in the program of USAR schools and maintain liaison with chaplain branch schools and departments by correspondence and a monthly news bulletin to keep them informed about new developments in the chaplaincy. He furnishes the school commandant with names of reserve chaplains who are eligible for enrollment and are located in the vicinity of USAR schools and establishes a program for recruiting eligible chaplains in the USAR school program for branch training.

(2) Promote the enrollment of civilian component chaplains in extension courses at the U.S. Army Chaplain School by corresponding with them and by including extension course training on the agenda of all reserve chaplain training conferences and meetings he sponsors.

(3) Insure that provision is made for

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USAR chaplains assigned to Reserve Troop Program units, and National Guard chaplains, to receive branch training during their 15-day period of active duty as provided in AR 135–318. In the discharge of this last responsibility, the CONUS army chaplain—

(*a*) Obtains advance information, through the army director of training, on the dates and places where reserve units will be trained within the CONUS army. He shares this information with the supervisory chaplain at each installation, who is then charged with conducting the required training.

(*b*) Visits and inspects reserve component chaplain active duty training at the designated training centers.

(*c*) Provides a program of training for mobilization designees assigned to CONUS army headquarters.

(*d*) Supervises training of chaplains in the National Guard. Generally, the National Guard of the various states conforms to training standards and programs established by the Department of the Army, including the provisions of AR 135–318. The CONUS army chaplain supports the training of National Guard chaplains by—

1. Furnishing the state adjutants general and the senior National Guard chaplains in each state information on the available training opportunities.

2. Personal visits to the state adjutants general and to headquarters of divisional units of the National Guard.

3. Visiting chaplains of the National Guard during annual unit field training.

4. Conducting reserve component chaplain training conferences.

10–9. Character Guidance

The CONUS army chaplain supports all phases of the character guidance program, but exercises particular concern for the chaplains' participation in the program. He informs all chaplains in the army of training material, aids, and methods pertinent to the presentation of character guidance instruction. He audits character guidance instruction during staff visits and encourages periodic chaplain conferences at installation level with a view to improving character guidance instruction presented by the chaplain.

10–10. Logistical

The CONUS army chaplain is concerned with the adequacy and proper maintenance of supplies, equipment, and chapels at all installations in the army area. He conducts periodic inspections and staff visits to insure that all chapels are attractive and appropriately furnished and maintained. He may assist installation chaplains to secure grants from the Army Central Welfare Fund for chapel improvements that involve a larger expenditure of funds than are available at the local installation. The CONUS army chaplain asks to be on the Army master planning board and takes steps to insure the inclusion of chapels in master plans for construction. He reviews all requests from installations for items of ecclesiastical equipment and supplies in excess of authorized allowances before they are forwarded to USCONARC. The CONUS army chaplain is authorized to declare any issue items of ecclesiastical nature unserviceable and to recommend that it be replaced. The CONUS army chaplain may be required to submit estimates for chapel and chaplain supplies and equipment on the basis of the information secured from subordinate units. He programs for chaplain activities in the CONUS army. He also serves on the army command welfare fund council and may submit to the council information concerning funds required by installation chaplains for chapel improvement.

10–11. Program and Budgeting

a. Programing.

(1) Based upon the USCONARC operating program, the CONUS army chaplain develops the chaplain activities segment of the command operating program. This includes both general guidance and specific objectives. As the staff officer with supervisory responsibility, he monitors the chaplain

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portion of the installation operating program and supervises the execution of the chaplain activities portion of the command operating program.

(2) Since the chaplain's program is an integral part of the army program system and the army management structure, the army chaplain monitors chaplain activities in the army area within this context.

(3) The army chaplain maintains a five-year plan based on the USCONARC chaplain's five-year plan. This consists generally of objectives for accomplishment by the army chaplain's office and the installation chaplains in the army area over a five year period. He monitors the development and execution of a similar installation chaplain five-year plan by installation chaplains.

b. Budgeting. The CONUS army chaplain monitors all budget guidance transmitted to the chaplain activity account area to determine its adequacy to support the chaplain activities program. Where necessary, he justifies and submits additional objectives and requirements as unfinanced requirements.

c. Reporting. The army chaplain receives the required reports submitted by subordinate units, commands, or installations. These reports are reviewed and analyzed by the army chaplain at the army level in much the same manner as the installation chaplain does at the installation level. The CONUS army consolidated report is prepared for the army commander by the army chaplain. It is forwarded to the Commanding General, USCONARC. There frequently are significant deviations in the reports or specific items in the accompanying installation cost and performance summary reports which have an impact on the chaplain program. The army chaplain takes necessary staff action as required and may, when appropriate, confer with the USCONARC chaplain on technical problem areas.

10–12. Information Bulletins

The CONUS army chaplain prepares and distributes a monthly bulletin or letter to all active duty and reserve component chaplains within the CONUS Army. This bulletin or letter contains professional and technical information of value to chaplains and keeps them informed of current policies and regulations pertinent to chaplains and chaplain activities.

10–13. Auxiliary Chaplains (AR 165–20)

The CONUS army chaplain reviews reports from installations on the utilization of auxiliary chaplains. He should maintain a current roster of auxiliary chaplains available within the army and should include them in any general correspondence sent from his office.

10–14. Technical Channels

The CONUS army chaplain may deal directly with the office of the USCONARC staff chaplain concerning professional matters. He likewise receives supervision in all matters except personnel from the staff chaplain, USCONARC. The CONUS army chaplain should respect the responsibility of supervisory chaplains.

10–15. Public Relations

The CONUS army chaplain encourages installation chaplains to undertake a program of public relations activities, and to use newspapers, radio, and television to publicize their programs. The CONUS army chaplain maintains liaison with civilian churches to promote cooperation between the churches and the chaplain activities.

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CHAPTER 11
THE U. S. ARMY AIR DEFENSE COMMAND CHAPLAIN

11–1. General

The United States Army Air Defense Command (USARADCOM) provides combat-ready army air defense forces for use by CINCNORAD/CONAD, including reserve components having a combat capability, for the local air defense of designated critical localities. USARADCOM is a major command with subordinate commands in various strategic regions. The duties and responsibilities of the USARADCOM chaplain are analogous to those of the USCONARC chaplain modified by the mission of USARADCOM.

11–2. The Command Chaplain, USARADCOM

The command chaplain is the supervisor of all chaplain activities within USARADCOM. His position is authorized by a table of distribution and allowances. He prepares, coordinates, and publishes command policies and regulations relative to chaplain activities. Through regular staff visits, he insures that policies and regulations are implemented at all levels of the command. He works under the supervision of the deputy chief of staff for personnel and administration. In his supervisory capacity he is on a level with the USCONARC chaplain and maintains liaison with the USCONARC chaplain to coordinate programs, budgets, and logistical support. He is the staff adviser and representative of the USARADCOM Commanding General for all chaplain activities, and coordinates with the Office of the Chief of Chaplains in the assignment of chaplains and in policy directives.

11–3. The Region Chaplain, USARADCOM

The staff chaplain at this level of command is both supervisory and operational. He is the special staff coordinator and adviser to the commanding general on moral and spiritual matters within the region. He recommends implementation of command policies as necessary to provide high moral standards and dynamic religious programs for all military personnel and their dependents within the region. His position is authorized by a table of distribution and allowances. He works under the supervision of the region G1. Operationally, he is on a level with the CONUS army chaplain. Through his frequent staff visits, he closely supervises the programs, budgets, and activities of all chaplains in the region and assists them in all phases of their mission. The region chaplain coordinates with the CONUS army chaplain and the appropriate installation chaplains to insure that adequate logistical support is provided each fiscal year to all chaplains of the region. He plans, coordinates, and supervises an annual training conference/workshop for all chaplains within his supervisory jurisdiction. He furnishes program and budget guidance to chaplains in subordinate units and programs TDY funds for all chaplains under his supervision. Consistent with his mission, he may provide coverage for units without an assigned chaplain or for an absent chaplain when coverage cannot otherwise be provided. He is the pastor of his headquarters.

11–4. The Brigade Chaplain, USARADCOM

a. The staff chaplain at this level of command has both supervisory and operational responsibilities. He provides counseling, religious services, and character guidance instruction for the brigade headquarters area. He provides supervision and coordination of the chaplain support activities of chaplains assigned to subordinate units of the brigade. Normally, the brigade chaplain is a member of the brigade central welfare fund council. This council usually provides certain chaplain activities in sup-

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plement to, or in the absence of, a unit chaplain fund.

b. In a brigade without an authorized or assigned chaplain, the senior group or battalion chaplain serves as acting brigade chaplain in addition to his normal duties. As an acting brigade chaplain, his duties are operational rather than supervisory. He is the staff coordinator for all matters of moral and religious activities affecting the brigade to include the major faiths coverage by auxiliary chaplains or civilian clergymen, programs, budgeting, character guidance council, and central welfare fund council.

11–5. The Unit Chaplain, USARADCOM

a. The unit chaplain may be assigned to either a group or battalion headquarters. His duties are analogous in either case. The unit chaplain advises the unit commander on matters pertaining to morality, religion, character guidance, and morale as affected by religion. The unit chaplain assists the commander in the discharge of his responsibility to provide for the religious and moral life of the command. As a staff officer, he discharges responsibilities involving chaplain aspects of staff action. The chaplain consults other staff officers for required technical information and assistance. He recommends policies and provides the staff with his specialized knowledge in the field of religion, morals, and morale.

b. The unit chaplain programs and budgets for requirements which are to be supported through appropriated funds. He confers with the supervisory chaplains at brigade and region level in order to receive guidance on current policies, administrative procedures, required logistical support, and other assistance as required for the execution of the mission. Coordinating with members of the commander's staff, particularly the unit S1 and S4, he prepares his budget for a timely submission to the supporting installation through command channels, and furnishes an information copy to the region chaplain. His programing and budgeting provides adequate support of religious coverage for the three major faiths.

c. The unit chaplain must travel extensively in order to provide a fully-developed religious program for all military personnel and their dependents. The unit chaplain must establish and maintain liaison with various churches and civilian religious organizations of the community in order to assist in the coordination of any special religious needs not provided within the unit.

d. The air defense unit is frequently satellited upon an installation of another U.S. military service. The unit chaplain should establish informal professional and technical liaison with the senior chaplain of the installation upon which his unit is satellited, and should maintain cordial and cooperative professional relationship with other chaplains of the installation. These installation chaplains will often be able to render services of emergency or supplemental nature for Army personnel and dependents. The chaplain program of this local installation may furnish, or make available certain religious services (for example, Sunday school and catechism classes, men's and women's organizations, and denominational services) in which the air defense unit personnel can profitably participate. All proposed participation in a cooperative program is first discussed by the chaplain with his unit commander, and coordinated with his supervisory chaplain. However, the unit chaplain remains responsible for maintaining a complete program which best meets the needs of the personnel of his organization and their dependents.

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CHAPTER 12
THE U. S. ARMY MATERIEL COMMAND CHAPLAIN

12–1. General

The U.S. Army Materiel Command (USAMC) has the broad mission of equipping and supporting the Army. It has eight major subordinate commands: U.S. Army Aviation Materiel Command, U.S. Army Electronics Command, U.S. Army Missile Command, U.S. Army Tank-Automotive Command, U.S. Army Mobility Equipment Command, U.S. Army Munitions Command, U.S. Army Test and Evaluation Command, and U.S. Army Weapons Command. The Army Materiel Command chaplain, at Headquarters, USAMC, is on the personal staff of the commanding general and charged with the responsibility of directing and coordinating the chaplain program. His functions are to—

a. Advise the commander on all matters pertaining to religious activities within the command.

b. Develop plans and policies for command-wide chaplain activities, within policies of the Department of the Army and the USAMC commander.

c. Exercise staff supervision and direction over major subordinate command and senior installation chaplain activities through policy guidance, staff visits, and inspections.

d. Develop the USAMC chaplain five-year program and give guidance for installation five year planning.

e. Develop the USAMC chaplain portion of the operating program and budget.

f. Develop the chaplain portion of mobilization plans.

g. Perform program execution review and analysis of chaplain activities.

h. Coordinate actions and advise concerning ecclesiastical supplies and equipment within USAMC.

i. Monitor selection of chapel sites, chapel modernization, disposition, and construction of new chapels within USAMC.

j. Insure adequacy and proper utilization of chapels and chapel equipment within USAMC.

k. Develop, advise, and evaluate chaplain personnel requirements within USAMC.

l. Conduct training conferences for chaplains and chaplain assistants, and workshops or clinics for professional development as required.

m. Approve appointments of auxiliary chaplains at all USAMC installations.

n. Carry on an extensive program of correspondence and staff visits with auxiliary chaplains, civilian clergymen, and religious liaison officers serving the large number of installations and activities without assigned chaplains.

o. Conduct appropriate religious observances and counseling.

12–2. Mission and Responsibilities

The USAMC chaplain has a twofold responsibility in the performance of his mission:

a. Advises the commanding general and his staff on religion, and morals, and morale areas as affected by religion and character guidance matters, so as to assist the command in the accomplishment of its mission.

b. Maintains liaison with the Office, Chief of Chaplains, on all matters pertaining to USAMC chaplain personnel and logistical requirements.

12–3. Major Subordinate Command Chaplains

Major subordinate command staff chaplains are located at the Test and Evaluation Command (TECOM); a subordinate installation of the Munitions Command (MUCOM); and as an additional duty at the Electronics Command

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(ECOM) and the Missile Command (MICOM). As part of his duties, the TECOM Chaplain monitors and evaluates status and test reports of chaplain materiel and equipment, informing the USAMC chaplain as required, and serves as adviser to the TECOM project officers working on chaplain items.

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CHAPTER 13
THE U. S. ARMY COMBAT DEVELOPMENTS COMMAND CHAPLAIN

13–1. General

The Commanding General, U.S. Army Combat Developments Command (USACDC) operates under the direction of the U.S. Army Chief of Staff. The mission of the command is to determine the type of forces and materiel needed in the future, and how these forces and materiel should be employed. The command operating forces consist of several subordinate headquarters and field agencies representing the combined arms and combat service support branches. The USACDC staff chaplain is established as a special staff member of the headquarters and is assigned specific functions in carrying out the command mission as it concerns chaplains. Except for Headquarters, USACDC, and the USACDC Experimentation Center, chaplain support for USACDC subordinate elements is provided by the appropriate installation chaplains.

13–2. Staff Relationships

The USACDC staff chaplain maintains liaison with the Office, Chief of Chaplains on matters of policy and ecclesiastical doctrine. He coordinates with USACDC field agencies as required. He also coordinates with the U.S. Army Materiel Command on matters of chaplain materiel requirements and with USCONARC on the training aspects of chaplain doctrinal concepts and the testing of chaplain organizational and materiel proposals. He assists in the development, coordination, and execution of the USACDC program and reviews and analyzes it as it pertains to the U.S. Army Chaplain branch.

13–3. Functions

The U.S. Army Combat Developments Command Chaplain—

a. Advises the commanding general and his staff on all matters pertaining to religion, morality, and morale.

b. Develops and recommends policy relating to chaplain activities as it concerns the USACDC mission.

c. Participates in establishing and maintaining liaison with various church, civic, and religious organizations in adjacent areas.

d. Maintains liaison with military chaplains ministering to the religious needs of USACDC personnel at other host installations.

e. Maintains, as appropriate, liaison with higher, adjacent, and subordinate command chaplains in connection with the USACDC program.

f. Provides any necessary support to the chaplains assigned to USACDCEC.

g. Provides necessary chaplain support to personnel assigned to HQ, USACDC.

h. Assists the USACDC Chaplain Agency in coordinating mission projects at HQ, USACDC.

i. Monitors and provides professional advice on all organizational, doctrinal, or materiel matters pertaining to chaplains within USACDC.

13–4. U. S. Army Combat Developments Command Chaplain Agency

The Chaplain Agency is a USACDC field agency operating under the command of the Commanding General, U.S. Army Combat Developments Command Combat Service Support Group (USACDCCSSG). The director of the chaplain agency exercises operational control and supervision over the personnel of the agency. Its mission is to develop and recommend current and future chaplain concepts and objectives, organizational and operational doctrine, materiel requirements, and field test requirements.

The Agency—

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a. Prepares concept studies in the area of future chaplain doctrinal objectives.

b. Reviews, contributes to and prepares field manuals and similar doctrinal literature.

c. Reviews current TOE's and recommends revisions reflecting approved chaplain organizational doctrine.

d. Develops and recommends chaplain input for proposed and advance plan TOE's and similar organizational instruments.

e. Develops materiel objectives and requirements for chaplain equipment to include cost effectiveness studies; and coordinates with field offices of U.S. Army Materiel Command or other agencies during the development, testing, and evaluation phases of new equipment.

f. Develops proposals for, monitors, reviews, and evaluates chaplain participation in field experiments and troop tests.

g. Observes and evaluates chaplain participation in field exercises.

h. Coordinates with the U.S. Army Chaplain School on the inclusion of new chaplain doctrine and concepts in instructional and training programs.

i. Coordinates with the U.S. Army Chaplain Board and other agencies in areas of joint interest.

j. Coordinates with other USACDC field agencies on the inclusion of chaplain support concepts, doctrine, and force structure in publications and TOE's, and assures compatibility of chaplain support concepts with tactical, combat service support, and strategic concepts.

k. Prepares MOS's affecting the chaplain area of interest when required, and develops and reviews manpower authorization criteria within assigned fields.

l. Performs studies as directed.

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CHAPTER 14
THE U. S. ARMY SURGEON GENERAL CHAPLAIN

14–1. Responsibilities and Functions

The U.S. Army Surgeon General chaplain—

a. Advises the Surgeon General on all matters pertaining to religion and morals.

b. Develops training criteria for all hospital chaplains.

c. Advises appropriate staff officers on the training requirements for chaplains assigned to Class II hospitals.

d. Schedules and conducts special training conferences for chaplains of Class II hospitals.

e. Insures adequate training provisions for reserve and National Guard hospital chaplains.

f. Establishes and maintains a dialog with appropriate medical personnel in areas of common professional concern to insure communication and mutual assistance.

g. Maintains liaison with appropriate professional agencies, such as the American Foundation for Religion and Psychiatry, to assist in the development of timely and adequate hospital chaplain doctrine and procedures.

h. Establishes uniform policy guidance for hospital chaplains to include such items as patient care priority and ward visitation.

i. Advises the Surgeon General and the Chief of Chaplains on requirements for chapels, chapel facilities, and offices for all hospitals. In behalf of the Plans and Construction Branch of the Office of the Surgeon General, he defends before the Bureau of the Budget the requirements for chapel facilities in all Class I and II hospitals.

j. Performs such other functions as desired by the Surgeon General in the field of chaplain activities and in consonance with AR 165–20.

14–2. Staff Relationships

The Surgeon General chaplain receives supervision and guidance from the Chief of Chaplains. He supervises the professional activities of chaplains assigned to Class II hospitals and furnishes advice and guidance to other hospital chaplains throughout the Army.

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CHAPTER 15
THE DEFENSE ATOMIC SUPPORT AGENCY CHAPLAIN

15–1. General

a. The Defense Atomic Support Agency (DASA) is a joint activity which provides support to the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, and other DOD components, in matters of nuclear weapons, their testing and effects, and other aspects of the DOD nuclear energy program as the Secretary of Defense directs. To accomplish its mission, DASA is organized into a headquarters in Washington, D. C., several subordinate elements, including a field command at Sandia Base, New Mexico, and military units at certain storage locations.

b. The DASA chaplain is assigned to the staff of the Commander, Field Command, DASA. He maintains liaison with the offices of the Chiefs of Chaplains of the Departments of Army, Navy and Air Force because chaplains of the three forces are assigned to the Field Command; and also with the Armed Forces Chaplains Board.

15–2. Functions

The DASA Field Command chaplain—

a. Advises the Commander, DASA Field Command, on all matters of religion, and morality, and morale as affected by religion.

b. Establishes DASA Field Command chaplain policies and procedures.

c. Provides professional advice and assistance to commanding officers of subordinate installations, inspects field command chaplain activities, and recommends chaplain programs, training, equipment, and supplies.

d. Establishes liaison and cooperates with religious, welfare, and other civilian agencies.

e. Conducts religious services and addresses organizations in civilian communities and military installations.

f. Assists with the pastoral and religious activities at Sandia Base.

g. Prepares reports and special studies relative to chaplain activities of Headquarters, Field Command, DASA, and subordinate installations.

h. Plans and assists the Commander, Field Command, DASA, in the preparation and presentation of the annual Military Chaplains Nuclear Symposium.

15–3. Responsibilities

a. Because of the joint service nature of the assignment, the Command chaplain gives supervision and guidance to chaplains of the three military services. He is responsible to insure that each assigned chaplain complies with the basic policies and procedures of his appropriate Chief of Chaplains and the mission of Defense Atomic Support Agency.

b. In order to assist the Commander, Field Command, DASA, in fulfilling his responsibility to the military departments in matters of nuclear weapons and their effects, the Command chaplain plans an annual military chaplain nuclear training course. Its purpose is to orient key senior chaplains of the armed forces in nuclear weapons principles and psychological and physical effects of nuclear warfare, and to consider the ethical and moral aspects of the nuclear weapons program and the chaplains responsibilities to troop reactions.

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CHAPTER 16
THE CHIEF OF CHAPLAINS

Section I. THE OFFICE OF THE CHIEF OF CHAPLAINS

16–1. General

The Chief of Chaplains, under the general staff supervision of the Deputy Chief of Staff for Personnel, has army staff responsibility for religious, moral, and character guidance matters, Army-wide.

a. Chief of Chaplains. The Chief of Chaplains has Army staff responsibility for all functions performed by the Office of the Chief of Chaplains (OCofCH) and exercises operational control over the United States Army Chaplain Board. He is under the general staff supervision of the Deputy Chief of Staff for Personnel, DA.

b. Deputy Chief of Chaplains. The Deputy Chief of Chaplains is the program director for the OCofCH. He acts in behalf of the Chief of Chaplains in his absence.

c. Administration and Management Directorate. The administration and management directorate is responsible for development and execution of the operating program and budget; control of allotted funds; review and analysis of programs; systems and procedures surveys; chaplain logistic policy; monitorship of the chapel construction program; maintaining records of vital statistics; counseling and information service; mail, records, and forms management and administration; and, reports control.

d. Plans, Programs, and Policies Directorate. The plans, programs, and policies directorate is responsible for creating long range and midrange plans and developing the Chief of Chaplain's five-year program. This directorate prescribes policies and develops programs concerning character guidance, religious education activities, and spiritual and moral welfare of Department of the Army military and civilian personnel and their dependents. It is responsible for mission supervision of the United States Army Chaplain Board, a class II activity. It develops mobilization plans, monitors chaplain combat development activities and the chaplain assistant program, and provides professional guidance to the United States Army Chaplain School. It monitors the program for educational and professional development of chaplains, to include establishing chaplain branch school quotas and preparing budgetary requirements for educational costs in civilian institutions. During the Department of the Army staffing process, the directorate of plans, programs, and policies monitors authorization documents to insure proper chaplain and chaplain assistant coverage and proper ecclesiastical supplies and equipment.

e. Personnel and Ecclesiastical Relations Directorate. The personnel and ecclesiastical relations directorate is responsible for military personnel management of chaplains, Army-wide, to include space distribution by grades and denominations and transfers, appointments, promotions, separations, and retirements of all Regular Army, Army Reserve, and Army National Guard chaplains. This directorate establishes policies for procurement and programs for the career development of individual chaplains. It is responsible for the release of religious information to governmental, public and private organizations, to include denominational indorsing agencies and the religious press.

16–2. Special Relationships

a. The Armed Forces Chaplain Board is established at Department of Defense level as a coordinating agency for chaplain activities

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of the Armed Forces. The Board is composed of six members: The Chief of Chaplains of the Army, Navy, and Air Force, plus one additional member from each service. The chairmanship rotates among the chiefs of the three services. The Board's policy-making functions include—

(1) Establishment of policies pertaining to standards and requirements for the procurement, assignment, and training of military chaplains, including the civilian reserve components.

(2) Establishment and maintenance of close and harmonious relationships with civilian church organizations and the clergy.

(3) Establishment of policies on the procurement of supplies, equipment, and facilities.

b. The Chief of Chaplains furnishes information to individual members and committees of Congress. He maintains liaison with the indorsing agencies of the various denominations regarding policies and procedures in which they have a direct interest.

Section II. THE U. S. ARMY CHAPLAIN BOARD

16–3. Mission

The mission of the U.S. Army Chaplain Board is to assist the Chief of Chaplains in formulating and developing concepts, doctrine (except combat developments), and professional guidelines pertaining to chaplain and religious activities, and to execute programs in support of the various religious and moral activities of the Army, as designated by the Chief of Chaplains.

16–4. Specific Responsibilities

a. Prepares material and visual aids for the character guidance program.

b. Plans and conducts workshops as directed in the Chief of Chaplain's five-year program.

c. Provides technical assistance to the Army Pictorial Center in the production of films and filmstrips.

d. Selects, purchases and monitors films and filmstrips for religious film libraries, Army-wide.

e. Reviews religious programs for broadcast over Armed Forces Radio and Television networks as designated by the Chief of Chaplains and on rotating schedules as established by the Armed Forces Chaplains Board.

f. Monitors religious education developments; reviews and evaluates religious education materials.

g. Selects bulletins for Catholic, Protestant and Jewish religious programs; designs chapel bulletins for special occasions as required.

h. Monitors maintenance and scheduling of the Sho-Coach to include updating exhibits and developing new exhibits.

i. Researches and recommends guidance in improving military parish programs.

j. Monitors developments and studies in the field of church and state relationships.

k. Updates and keeps current the history of the Army chaplaincy.

l. Studies relationship of indigenous religions to the military program and produces related religious information as designated by the Chief of Chaplains.

m. Maintains a modern basic resource library for research and study to support chaplain board project areas.

n. Accomplishes special projects as designated by the Chief of Chaplains.

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APPENDIX A

REFERENCES

1. Army Regulations

10–7	Organization and Functions, U.S. Continental Army Command.
135–318	Military Education and Training; Reserve Component Chaplains and Staff Specialists.
165–20	Duties of Chaplains and Commanders' Responsibilities.
190–1	The Army Correction Program.
210–10	Administration, Installations.
210–115	Religious Facilities and Materiel.
230–5	Nonappropriated Funds and Related Activities; General Policies.
230–10	Nonappropriated Military Welfare Funds.
230–36	Nonappropriated Chaplains' Funds.
310–34	Organization and Equipment Authorization Tables: Equipment.
310–41	Tables of Distribution.
310–42	Mobilization Type Tables of Distribution and Allowances.
320–5	Dictionary of United States Army Terms.
380–5	Safeguarding Defense Information.
415–31	Basic Facilities and Space Allowances for Peacetime Missions at Army Installations.
420–10	Post Engineering—General Provisions.
420–81	Custodial Services.
600–10	The Army Casualty System.
600–20	Personnel General, Army Command Policy and Procedure.
600–30	Personnel General, Character Guidance Program.
600–50	Personnel General, Standards of Conduct for Department of the Army Personnel.
600–240	Personnel General, Marriage in Oversea Commands.
601–126	Personnel Procurement, Appointment of Chaplains in the Regular Army.
612–10	Processing of Personnel at U. S. Army Reception Stations.
614–185	Assignments, Details and Transfers, Requisitions for Officers.
630–20	Passes, Administrative Absences, and Public Holidays.
633–5	Apprehension and Confinement, Prisoners—General Provisions.
633–56	Notification to Parents, Spouse, or Guardian When Trial by Court-martial or Foreign Court Appears Probable.
635–20	Personnel Separations, Conscientious Objection.
635–61	Personnel Separations, Processing at Transfer Facilities.
638–40	Deceased Personnel, Care and Disposition of Remains.
715–30	Procurement, Local Purchase of Civilian Type Items.
735–5	Property Accountability, General Principles and Policies and Basic Procedures.

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2. Pamphlets

16–5 through 16–13	Duty, Honor, Country—Character Guidance Discussion Topics.
16–60	The Chaplain as Counselor.
16–61	The Chaplain's Ministry to Hospital Patients.
20–211	The Personnel Replacement System in the U.S. Army.
20–551	Staffing Guide for U.S. Army Garrisons.
20–552	Staffing Guide for U.S. Army Personnel Centers.
20–553	Staffing Guide for Headquarters, Zone of Interior Armies.
20–555	Staffing Guide for U.S. Army Training Centers.
20–557	Staffing Guide for U.S. Army Hospitals.

3. Field Manuals

8–5	Medical Service Units, Theater of Operations.
8–10	Medical Service, Theater of Operations.
8–15	Division Medical Service—Infantry, Airborne, Mechanized and Armored Divisions.
8–16	Medical Service, Field Army.
16–100	Charter Guidance Manual.
19–40	Enemy Prisoners of War and Civilian Internees.
19–60	Confinement of Military Prisoners.
21–6	Techniques of Military Instruction.
21–13	The Soldier's Guide.
21–40	Chemical, Biological, and Nuclear Defense.
22–5	Drill and Ceremonies.
29–6–1 (Test)	Personnel Command, TASCOM.
31–21	Special Forces Operations.
31–23	Stability Operations—U.S. Army Doctrine.
41–10	Civil Affairs Operations.
54–2	The Division Support Command.
54–3	The Field Army Support Command.
54–4	The Support Brigade.
54–6–1 (Test)	The Area Support Command, TASTA70.
61–100	The Division.
100–5	Field Service Regulations—Operations.
100–10	Field Service Regulations, Administration.
100–15	Field Service Regulations, Larger Units.
101–5	Staff Officers Field Manual, Staff Organization and Procedure.

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APPENDIX B
STANDING OPERATING PROCEDURE

Section I. GENERAL

a. A standing operating procedure (SOP) is a set of instructions, having the force of orders, which cover those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless prescribed otherwise in a particular case.

b. A standing operating procedure states the desires of a commander with respect to the conduct of routine and recurring operations of his command. Thus, it reduces the amount of detail required in orders. It may include policy, guidance, areas of special emphasis, and expedient measures. Content will vary with the type organization, level of command, the situation, the number and denomination of chaplains and the desires of the commander.

c. Section II contains a comprehensive outline of a sample standing operating procedure for chaplain operations. While it is designed for normal operations at an installation, it may be modified or adapted to suit any organization, echelon or situation. Effective chaplain operations require that each chaplain section in the army have a thorough, well organized, and approved standing operating procedure. The SOP of subordinate echelons should conform to that of higher echelons and should be regularly revised and updated. While the SOP outline is based on current doctrine, it is not intended to establish doctrine.

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Section II. A SAMPLE STANDING OPERATING PROCEDURE OUTLINE

SECTION

I. GENERAL
- Purpose.
- Concept.
- Overall Guidelines.
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By Order of the Secretary of the Army:

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